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TWENTY CENTS

DECEMBER 27, 1930

Sales Management

The Weekly Magazine for Marketing Executives



George H. Wheary

President, Wheary Trunk Company, Racine, Wisconsin

How Wheary Ran 1930 Sales
42 Per Cent Over 1929

Why Management Is Consistently
Growing More Sales-Minded



Almost every month stories appear in Radio Digest about Amos 'n' Andy, because they have become interesting "copy" in the mind of the American public. The same is true of many other broadcast programs. That is why Radio Digest has found such a warm spot in the heart of the American people, for every month it is crammed with "inside dope" and interesting stories about radio stars and radio programs.

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Maxwell Droke

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Thumbnail Reviews

The following studies are available from the Government Printing Office, Washington, D. C., or from any of the district offices of the Bureau of Foreign and Domestic Commerce:

Standards Yearbook, 1930. Compiled by the National Bureau of Standards. It is a standardization reference book, summarizing current standardization activities and accomplishments in this country and elsewhere. Seventy-five cents a copy.

Foreign Commerce and Navigation of the United States. Contains statistical data on (1) Number and tonnage of vessels entered and cleared in foreign trade, by customs districts and countries, 1929, (2) Number and tonnage of vessels entered and cleared in foreign trade, by nationality and countries, 1929, and (3) Trade of the United States with the world, by countries and articles, 1928, 1929. (Volume I showed our world trade arranged by articles and countries for the calendar year, 1929.) \$1.00 per copy.

Apparent Per Capita Consumption of Principal Foodstuffs in the United States. This booklet starts with a discussion of the general trends in food consumption and is followed by facts and figures showing the apparent consumption of the various cereals, meats, dairy products, fruits, vegetables and miscellaneous foodstuffs. Ten cents a copy.

Commercial Survey of the Pacific Southwest. This study, to use its own words, "attempts to analyze the major factors which affect the distribution of commodities within the Pacific southwest. Basic activities such as agriculture, forestry, mining, fisheries, manufactures and recreational resources, have been studied as sources of income. Density and distribution of population, occupations, habits and traditions of the area are studied in an attempt to evaluate their relation to the market for commodities. Distribution and transportation problems, the peculiarities of consumer demands and requirements, together with many similar subjects, have been studied." The book is replete with very valuable statistics, graphs and maps. \$1.85. 646 pages.

Selling Canned Foods through Retail Stores. One of a series of commodity studies from the Louisville Grocery Survey presenting an outline of the treatment canned foods are receiving in this market and the results they are producing for the merchants who are handling them. The variation in the behavior of canned foods in different stores is also discussed. Sixty pages multigraphed. Free.

Industry Classifications for the Census of Manufactures, 1929. Shows the sixteen groups of industries representing 331 industries now recognized by the census bureau and the relative position of each of the industries in their respective groups. Seventy-one pages. Free.

The Automotive Market in Brazil and The Automotive Market in Chile. Included in the data in these reports is informa-

tion on the following: Highway system, passenger-car market, truck and bus market, foreign competition, installment selling, etc. Twenty-five cents and fifteen cents, respectively.

International Trade in Leather. The latest available figures on production, export and imports; data on conditions as they exist in both competitor and importing countries are included. Forty-five cents.

British Market for Domestic Electrical Appliances. Among the subjects discussed in this report are the national "grid" system, the British electrical industry, housewiring, distribution problems and advertising. The situation in relation to each type of electrical appliance is pointed out. Ten cents a copy.

Market for Electrical Equipment in the Union of South Africa. Contains all available data on the market in the files of the electrical equipment division together with the results of a thorough local study made in South Africa. Fifteen cents a copy.

Electrical Equipment Market of the Netherland East Indies. Reports on the character of the market, types of equipment preferred, imports of electrical equipment, water power, public utilities and domestic appliances. Ten cents a copy.

Annual Report of the Director of the Bureau of Foreign and Domestic Commerce. A resume of the work covered by this bureau during the year July, 1929, to July, 1930. This has been taken up under various headings such as the domestic commerce work, trade promotion, foreign commerce service, work of the district offices, commodity services, technical services to business and other functions. Ten cents a copy.

Population Bulletins. Bulletins showing population figures by principal cities, counties by minor civil subdivisions, incorporated places, etc., are now available for the following states at prices indicated: Iowa, Massachusetts, Wisconsin, Minnesota, Louisiana, Oklahoma, Nebraska, Utah and Wyoming, at five cents; Ohio and Georgia, ten cents.

Retail Meat Business. This bulletin contains samples of instructional material for use in an educational program for men engaged in the retail meat business. Twenty-five cents. 149 pages.

Other Studies

Chain Store Debate Manual, by John Sommerville. A booklet presenting arguments for and against the chain-store system. Two points brought out are: The economic aspects of chain-store operation; and the place of the retailer, along with the chain store, in modern distribution. National Chain Store Association, 205 East Forty-second Street, New York. 75 pages. Free.

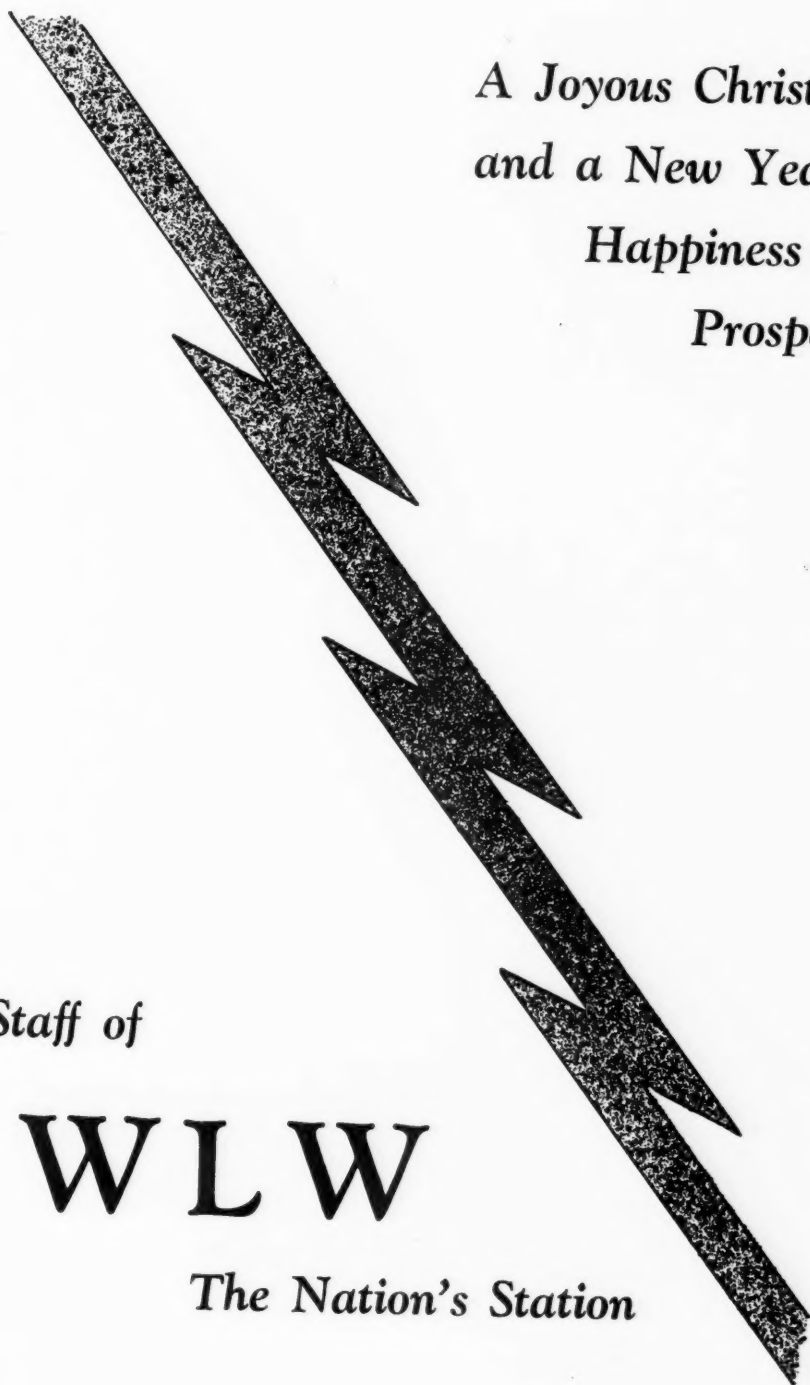
Facts about Connecticut. Data covering the population, natural resources, production, institutions and various other information about Connecticut are present in this 196-page book. Connecticut Chamber of Commerce, Inc., Hartford.

*A Joyous Christmas
and a New Year of
Happiness and
Prosperity*

The Staff of

WLW

The Nation's Station



Sales Management

*Announces the Opening, on
January 1, 1931, of*

The Sales Management Washington Bureau

The Bureau, under the direction of Mr. James True, will furnish, each week, a page of terse, up-to-the-minute news from Government sources, which is especially selected and extended to meet the needs and interests of company executives. This department will be called "Government in Business."

Mr. True is well-known as one of the leading business writers in this country. He was formerly with the St. Louis *Globe-Democrat*, and later with the Chicago *Tribune*. For a number of years he wrote on distribution and selling problems for *Printer's Ink*. More recently his work has appeared exclusively in *SALES MANAGEMENT* and *Nation's Business*.

In addition to furnishing executive readers with authentic reports of government activities that have an important bearing on business, The Washington Bureau will accept custom assignments on a fee basis, from manufacturers who wish special service from Washington sources. Through this service, *SALES MANAGEMENT* offers an opportunity for companies to conserve their own executive time and money which might otherwise be invested in special trips to Washington for special investigations on pending legislation, trade-mark matters, the gathering of statistical data, and similar missions. Executives interested in availing themselves of this service are invited to address inquiries to the editor, at 420 Lexington Avenue, New York.

Sales Management

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Lexington 1760



THE story of the sales policies that built the Wheary Trunk Company is told in this issue in an interview with George Wheary, president of that concern. Wheary's sales for 1930 were 42 per cent ahead of 1929.

SALES MANAGEMENT asked some of the companies whose 1930 earnings per share were equal to, or higher than, earnings for 1929, what advertising policy they followed during the past twelve months. The answers are unusually interesting. Some of them are printed on pages 500 and 501.

YOU'LL find a lot of faces you know among the sketches reproduced with John Allen Murphy's article on "Will More Business Leaders Come Out of the Sales Department Next Year?" These men were among those who "stepped up" in 1930—most of them from the sales department.

HAVE you ever wondered about the impertinent little signs which adorn many of the highways—the signs about Burma-Shave? ("Does your husband misbehave, grunt and grumble, rant and rave . . .?") The important part played by this type of advertising in building sales for the Burma-Vita Company is explained on page 502.

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RAYMOND BILL, *President*; PHILIP SALISBURY, *Vice-President and Director of Advertising*; J. F. WEINTZ, C. E. LOVEJOY, *Vice-Presidents*; M. V. REED, *Eastern Advertising Manager*; R. E. SMALLWOOD, *Circulation Manager*; G. D. YOUNG, *London Manager*. Published by SALES MANAGEMENT, INC., 420 Lexington Avenue, New York; Chicago Office, 333 North Michigan Avenue; London Office, 33 Chancery Lane, W. C. 2.

1931

WILL BE A YEAR FOR SALES-ADVERTISING

1931 will be a year for sales-advertising. Then, as never before, advertising will be counted upon to get quick results—to bring customers into the store, to keep merchandise moving The greatest engineers of sales are the department stores. They must depend on a large volume of sales every day. They expect today's advertisements to produce volume sales tomorrow. To maintain and increase their sales they advertise in The Sun more than in any other New York newspaper. If you, too, want volume sales in the New York Market during 1931, follow the example of the department stores—put The Sun first on your advertising schedule in New York.



THE NEWSPAPER OF DISTINCTION IN ITS READERS, ITS NEWS AND ITS ADVERTISING
NEW YORK

Significant News

• • • Holiday trade, according to the mercantile agencies, took on an accelerated pace as it neared its climax last week, although lower prices and less buying of luxuries affected comparative dollar volume adversely.

• • • The sum of \$1,121,433,811 will be distributed to investors next month in the form of interest and dividend payments by railroad, public utility, industrial and service corporations. The previous high point, reached last January, was \$1,127,013,507.

• • • Average commodity prices dropped again last week bringing the Irving Fisher index number down to 79.4 compared with 79.7 week before.

• • • A decidedly favorable sign is increased buying of steel by automobile makers indicating that they have reason to expect larger demand for their cars.

• • • Estimates of 1930 earnings of American Telephone & Telegraph put the amount at \$163,000,000 and the rate at \$10.50 a share compared with \$166,189,758 and \$12.67 a share in 1929—a favorable showing in view of the conditions this year.

• • • American Ice, which has increased its business quite regularly in spite of mechanical refrigeration, lost ground last month, its net profit in November having dropped from \$250,045 a year ago to \$174,077 in 1930. For eleven months, however, the results were substantially the same as in 1929.

• • • Structural steel shipments in the first ten months of this year were less than 1 per cent under those of the same period in 1929, while orders fell off 19.5 per cent—an illuminating difference.

• • • The Trans-Missouri-Kansas Shipping Board estimates requirements for the first quarter in 1931 at 393,687 cars, a drop of 4.4 per cent from actual use in the same quarter of 1930.

• • • Income tax collections in the fiscal year up to December 18 were \$977,780,900, a falling off amounting to \$102,000,000 from the amount collected during the same period a year ago.

• • • Value of farm crops in 1930 is put by the Department of Agriculture at \$6,274,824,000 compared with \$8,675,420,000 in 1929. Lower prices were the chief reason for the loss. There was some decrease in production caused by the drought. Valuation was 72.3 per cent of last year's.

• • • Passenger car registration in the first seventeen states reporting for November were 47 per cent less than in November, 1929. Ford had 36.9 per cent of the total compared with 38.1 per cent a year ago, Chevrolet 23 per cent compared with 21.7 per cent in 1929.

• • • Evaporated milk packers having announced a reduction in the capacity of their tall cans from sixteen to fourteen and one-half ounces, a storm of protest has been raised by the chains. The chains object because of fear that when they sell the smaller cans they will be suspected of dealing unfairly with the consumer.

• • • Changes in the size of containers is a common practice and an old bone of contention. The evaporated milk men have departed from custom, however, in making public announcement of their intention. Most packers say nothing about such changes, and as the chains, with quick turn-over, always carry the latest goods, they are accused of deceiving the public which in other stores with slower sales can still get the old larger sizes.

• • • Substantially reduced fares for trans-Atlantic travel is the response of the steamship lines to a decline of 30,000 this year in the number of tourists.

• • • Cudahy Packing's sales in the year ended November 1 were \$231,407,035, nearly 14 per cent less than in the previous year, but operating profit was nearly 1 per cent more owing to drastic cuts in expenses.

• • • A projected absorption of Indiana Farm machinery by Advance-Rumely is encountering active opposition of Advance-Rumely stockholders who dislike the terms of the proposed new stock distribution.

• • • The proposed merger of nitrate interests in Chile has been virtually completed, final consummation awaiting only arrangements with bankers here for financing the \$375,000,000 deal.

• • • A \$500 passenger car is announced in London by Sir William Morris, a two-seater on the lines of the so-called baby model but larger. Ford's new models in England will sell for \$925, but he is planning for that market a \$625 car.

• • • Significant of things as they are is the declaration by an officer of the Aluminum Company of America that no agreement has been made with any European companies to limit production—much though such an agreement might help the situation.

• • • Clicquot Club has been directed by the Federal Trade Commission to discontinue advertising that its ginger ale has been aged six months in the making, the commission having learned that the basis of the claim is the use of a six-months-old concentrate added to the ginger ale in the tanks.

• • • Montgomery Ward's new catalogue out this week announces price cuts of 10 to 25 per cent. Tire prices are the lowest the company has ever put out.

• • • The movement of population to cities and suburbs, acceleration of which was noted when the 1930 census figures first came out, is now recorded in the details published this week. Urban population is now 56.2 per cent of the total compared with 51.4 per cent in 1920. The gain was slightly increased by a change in definition.

• • • Standard Oil of New York caused a commotion in the gasoline trade this week by reducing its prices by one to three cents in New York and New England. The only explanation forthcoming from the officials was keen competition and more or less surreptitious price cutting by other companies. Other companies expressed surprise at the action and hope that an adjustment would soon be effected to restore the equilibrium.

Will More Business Leaders Come Out of the Sales Department Next Year?

BY JOHN ALLEN MURPHY

Will 1931 bring still more marketing men into the top rung of management? The current year brought a distinct reaction toward the type of leadership that was essentially finance-minded, in favor of more recognition of men with a selling background.

Francis Opp, a well-known cartoonist, has sketched some men who are representative of the group promoted in 1930. The majority of them grew up in the sales side of the business.

WHICH makes the best chief executive for a business—the man trained in sales, the man who won his spurs in production or the man who achieved distinction in finance? There is only one answer to that question: It all depends.

It really makes no difference in which division of a business the Big Chief is trained, so long as he possesses the qualities of a good executive. These qualities are various. The directing head of an organization should have wide experience, vision, tact, poise, intelligence, the ability to get along with people and the capacity to inspire confidence in his leadership. Above all, he should have perspective. That is, he should be able to coordinate the multiple activities of his company and direct them to a common goal, much as the quarter-back directs the play of a football team.

Many otherwise good executives are lacking in this essential coordinating quality. That, by the way, explains why scores of sales managers, production executives and financial lights fail to star as presidents. Trained in the selling end of the enterprise, or in the factory, or in the treasurer's office, they are unable to view the business as a whole with an unprejudiced eye. Try as they will, they cannot refrain from overemphasizing the department of the

business in which they passed their novitiate.

It is for this reason that the founder of a concern usually makes an ideal executive head for it. No matter how large his organization grows, he generally is better able to function as its guiding genius than anyone who started merely as an employee. The explanation is that the founder sees his business as an integer. He knows that production, finance and sales are

C. C. Whistler, formerly manager of advertising and sales promotion for Delco Light, became general manager this year.



(Left) A. H. Jaeger jumped in the last year from secretary and general sales manager of Leonard Refrigerator Company to vice-president and general sales manager.



Only three weeks ago M. J. Beirn, vice-president and general manager of sales of the American Radiator Company, was made vice-president and general manager of sales of the American Radiator & Standard Sanitary Corporation.

all necessary to the life of the concern.

The chances are that the founder originated his product in the cellar, or in the kitchen, or in woodshed behind his home. Literally hundreds of well-known articles started in this way. For a time the founder was the sole production department. Then, when he made a batch of goods, he doffed his overalls, donned his Sunday's best and went forth to sell his product. With the money thus acquired, he bought materials for more production. Even though that man lives to see the day when his factories dot the country and his salesmen number hundreds, he never will have to be told that a well-organized business needs manufacturing, financing and marketing, and that all three must perform as smoothly as a Notre Dame football squad.

One of my lucky breaks in life was that my first job after college was working under P. J. Towle, founder and then president of the Towle Syrup Company, of Log Cabin fame. The concern is now a link in General Foods. Mr. Towle had been a grocery salesman, covering the steppes and veldts of the far side of the Mississippi Valley for a Chicago wholesaler. In a few years he worked up to a partnership in the concern. But unfortunately the enterprise was laid low

by the depression of the early nineties.

Shortly Mr. Towle found himself back on the road. Not for long, however. He had a formula for a syrup, with which he was soon experimenting. He selected St. Paul, Minnesota, as the location for his new venture. A story was often told that he launched this syrup business on the proceeds of an endowment life insurance policy, which happily matured about this time. I never could get him to confirm this story. Neither did he deny it. Anyway, the little company prospered. When I joined the organization several years later, it was already a large and successful business, operating nationally.

Mr. Towle's thorough grasp of all phases of his business was the thing that impressed me most. He kept a constant eye on his manufacturing de-

his men plenty of rope and always urged them to use their own judgment and to "sales manage" their own territories. Always he impressed on his representatives that a sale was a diplomatic negotiation. To get something, the salesman has to give something. To get a sprinkling of high-

policies were influenced by what he learned when a traveling salesman. He often told us to run the business with the idea of pleasing the distributor, and the success of the company would take care of itself. He contended that loyal, enthusiastic dealers would make any business. That was a strange thought in those days, but it is now generally accepted.

He got this idea on the road. It was his custom to get up at five o'clock and to begin calling on the trade be-



Allyn B. McIntire bears the title vice-president, Pepperell Manufacturing Company. Was once an advertising agency executive.



(Above) General Motors transferred J. E. Grimm, Jr., to its radio division when it made him vice-president in charge of sales for the Radio Corporation. Advertising manager of Chevrolet had been his previous job.



(Below) Up to vice-president and secretary of American Writing Paper Company is R. D. Ewing's 1930 record.



William B. Griffin moved up from manager of sales and advertising, Holmes & Edwards Division, International Silver Company, to general manager William Rogers manufacturing division.

fore breakfast. Most small-town merchants of that period lived over their stores. As a rule, they were up and about before six o'clock. There were no customers at that hour and they were glad to give young Towle a hearing, appreciating the fact that he was conserving their time by calling on them during the quietest spell of the day. He won the friendship of hundreds of retailers in this way. When competing salesmen began calling on the trade after breakfast, they found Towle had all the best credit risks sold.

The founders of businesses develop into such outstanding all-around executives because the experiences they encounter in introducing their products gives them the proper "feel" of their market. They learn how to cater to their trade. They discover that satisfying the market is the primary object of a business and that manufacturing and finance are only incidental to this main purpose. This is something that the executive who is brought up in production or in finance or in the law does not always appreciate.

Mr. Orr, the founder of Sweet Orr & Company, made up his first dozen

partment. Scarcely a day passed but that he could be seen in earnest conference with his foremen. He did most of the buying. Never did he get caught on the sugar or the molasses or the sorghum markets. He knew enough about finance to keep his company constantly in good financial shape and, in the long run, that is all the chief executive of a concern need know about the subject.

But it was in the selling end where Mr. Towle shone. He was forever designing labels and packages. Some of the best advertising ideas I have ever seen were outlined by him on the backs of old envelopes, a vast horde of which he always kept in the pigeon-hole of his desk. His letters to salesmen were masterpieces of strategy and of inspiration. As a sales letter writer, he probably had only one peer in his day—E. J. Simmons, the founder of the Simmons Hardware Company.

As a sales manager, Mr. Towle was not a strict disciplinarian. He gave

profit items on his orders, he must offer the buyer some opportunities on which the seller makes little or no money. This policy developed big-calibered men.

Mr. Towle was intolerant of running a business on formula. He hated absolute standardization. His long road experience taught him that business has many rules that must be observed. At the same time he knew it also had a lot of by-laws which might change at any moment and that the good business man was the fellow who knew when to change them or to break them.

All of Mr. Towle's management



C. B. Blauvelt is now advertising manager of the National Union Radio Corporation.



The Brunswick Radio Corporation, a subsidiary of Warner Brothers Pictures, Inc., made R. W. Jackson a vice-president and general manager. His promotion came from general sales manager of Brunswick-Balke-Collender Company.



L. R. Hoff now heads Johns-Manville Sales Corporation. Was general sales manager of the parent company.



H. B. Foster, formerly sales manager of Perryman Electric Company, is now its vice-president and general manager.



(Left, above) Another president in charge of sales. This is Edward S. Swazey of Trimble Nurseryland Furniture, Inc.

(Right) From president to chairman of the board of American Rolling Mill is George M. Verity's 1930 achievement.



(Left) Meet J. C. Altrock, vice-president and general manager Fuller Brush Company, promoted from sales manager.



J. C. Chick, formerly assistant general sales manager for Chevrolet, became general manager of Cadillac this year.

B/M



Edward W. Smith, now general manager of sales for Pittsburgh Steel.

Vice-president in charge of sales of Pratt and Whitney Aircraft Corporation is William P. Kirk's present title. Until last April he answered to general sales manager.



Here we have a new president—P. N. Guthrie, Jr., of the Reading Iron Company. Vice-president in charge of sales was his previous position.



(Right, above) Bruce G. Leighton is a vice-president in charge of sales in the airplane business. He is with Wright Aeronautical Corporation. His previous berth was sales and service manager.



(Left, above) Central division manager of Frederick Stearns & Company is the promotion given to Ralph E. Hayes. His elevation came from the assistant general sales manager's berth.



(Left) A. D. Cameron has joined the vice-president in charge of sales brigade. He's that with Hall Electric Company now.



(Left) George C. Osborn, vice-president in charge of sales of the RCA Radiotron Company, was formerly its sales manager.



(Below) Marshall B. Dalton is a vice-president now of Liberty Mutual Insurance Company.



W. A. Blees went from sales manager to vice-president in charge of sales for Oakland Motorcar Company.



Walter A. Reynolds was elected to the board of directors of the J. C. Penney Company. He is a sales manager of the company.



D. J. Quinn, formerly sales manager for Sonatron Tubes, now western sales manager for National Union Radio.



Herman W. Steinkraus is vice-president in charge of sales of the Bridgeport Brass Company. Was formerly sales manager.



F. A. Oberheu achieved the presidency and general managership of the United Motors Service through holding down successfully the vice-presidency and sales managership.

overalls, threw them over his arm and walked down the railroad track, out of the village of Wappinger Falls. Every railroad worker he met received a demonstration and had to listen to a sales talk. Before he reached the next town the first day's output of what was later to be the great Sweet Orr Company had been sold. That initial selling trip probably taught Mr. Orr all he needed to know about the fundamentals of the work clothes business.

H. J. Heinz learned the principles on which his gigantic business was built while peddling his home-made horseradish out of a market basket. R. M. Hollingshead's first Whiz product was his automobile polish. He made it in an old barn and sold it to chauffeurs seated in parked cars. The technique of selling thus acquired gave him a solid foundation for the erection of the splendid business he eventually headed. William Wrigley attained executive perspective while humbly introducing his gum by featuring premium assortments. B. F. Sturtevant founded his air-moving equipment business on a patent, a model and seventy-five cents. His real capital, however, was his ability to sell his untried and unappreciated invention. On his salesmanship the concern thrived and is today the largest business of its kind in the world.

My files contain the stories of the beginnings of hundreds of well-known businesses. The narrative runs about the same in each case. Some one originates a product and starts manufacturing it. The originator does his own selling at first and does it so well that the business gets off to a flying start. Later the founder finds himself

occupied with executive duties, but the experience he gained in running a three-ring circus enables him to maintain exact equilibrium among all divisions of the enterprise.

When the founder passes on, the organization is usually in a prosperous state. If he has sons or other male heirs, perhaps one of them is able to step into the father's shoes. If there are no heirs that are qualified to head up the concern, then some old employee should be fitted for the position. Seldom should it be necessary to go outside for a new president. Seniority decides this question in many organ-

izations. When a president dies, a new office boy is hired and everybody else is pushed up a notch.

This is not a wise procedure, however. The fellow next in line may not have the capacity for the job. A better plan is to disregard seniority and the male-heir rule and to select the best equipped employee for the presidency, even though he may not have finished his junior, or even his sophomore, apprenticeship.

What department of the business the new chief executive officer is picked from really makes little difference. The important thing is that he be fitted for his duties. If he has the necessary make-up, the sales manager should make as good a president as the treasurer or the chief engineer or the legal counsel. Other things being equal, he ought to be a better president, because his sympathies are likely to be with the division where the money is made.

In selecting presidents, a number of large corporations appear to favor the man who best knows the concern's business. They prefer an employee who started humbly and who had some training in every department and who finally achieved a notable record in a particular niche of the enterprise. The Standard Oil companies have usually pursued this policy. Walter Teagle, president of the New Jersey company, is a pat example. Mr. Teagle knows the petroleum business as few other men know it. Because of his fine judicial mental equipment, and his ramified knowledge of his industry, he makes the ideal chief executive.

The particular problems that a company is facing often determine the



H. C. Grubbs, formerly sales manager of the Victor Talking Machine Company, is now RCA-Victor Company's vice-president.



From the sales managership of the Master Lock Company, Van B. Hooper jumped into the presidency of the new General Grinder Corporation. No one will ever accuse him of lacking "sales consciousness."



Vernon W. Collamore, manager of the Radiola Division of the RCA-Victor Company, was formerly Atwater Kent's sales manager.

choice of a president. Most of the railroads have always leaned toward presidents whose experience lay in the operating end of railroading. That has certainly been true of the New York Central. Most of its presidents have been operating presidents. The current president, Pat Crowley, had a distinguished operating record. And so did his two immediate predecessors, Presidents Smith and Brown. The reason, of course, for the selection of operating chief executives is because the major railroad problems have until recently pertained to operation.

In late years, though, the railroad's main difficulties have taken on a strong legal taint. The hampering legislation of the states, the hostility of Congress, the restrictions of the Interstate Commerce Commission and 101 other legislative verbotens, have made the problems of the railroads overwhelmingly legal. For this reason, we find lawyers coming to the fore as railroad presidents. When the Chicago, Milwaukee, St. Paul & Pacific Railroad Company was discharged from a receivership four or five years ago, a lawyer was made its chief executive officer. Several other railroads have legally trained men in similar posts.

Railroads have no such job as sales manager, although that is really what the passenger traffic manager and the general freight agent are. A number of railroad presidents have been recruited from these departments. There are a number of present-day railroad presidents that, regardless of their training, are splendidly sales-minded. Among these I would list General Atterbury, of the Pennsylvania, Presidents Davis of the Lackawanna,

Willard of the Baltimore & Ohio, and Loomis of the Lehigh Valley. The Lehigh Valley, by the way, has an advertising man who is coming along—my friend, John Duffy. He started in the advertising department, became assistant to Mr. Loomis and was recently made a vice-president. The sales end of the Lehigh will never be neglected while J. D. is on the job. The president of the New York, New Haven & Hartford should be included in the above list, as should at least half a dozen Western railroad heads.

The qualifications for a corporation president have changed amazingly in the last decade. The cause of this is that the typical company of 1930 is unlike its predecessors of a generation or two back. Businesses are still being started in garages—the barns are out—and in kitchens and attics, but companies that were launched in this way are not representative of our average corporation of the current mode. The successful concern of today is likely to be a vastly ramified organization, containing a maze of subsidiaries and affiliated groups. The man who heads these enterprises has to be a versatile individual. The General Foods Corporation is an example of the company I have in mind. Most

(Continued on page 515)



(Above) Herman Bowmar, until recently the sales manager of cereals of Ralston Purina, is now general sales manager of the company in charge of cereal sales.



J. A. Harlan, who is now vice-president in charge of sales of the Frigidaire Corporation, was formerly sales manager and director of distributors.



(Above) Willard H. Dow is president and general manager of the Dow Chemical Company. He was a director and assistant general manager.



Norris J. Clarke, formerly vice-president and chairman of the executive committee of the Lamson & Sessions Company, has been appointed vice-president in charge of sales of the new Republic Steel Corporation.



(Below) Kenneth M. Smith has had added to his title of director of sales of the Horace E. Dodge Boat & Plane Corporation that of managing director of the company.



Herbert E. Young, vice-president in charge of sales of Grigsby - Grunow, was formerly just plain sales manager.

(Right) Firestone Tire & Rubber Company awarded L. R. Jackson with a promotion from sales manager to vice-president in charge of sales.



SMART styling, alertness to public demand for greater convenience and better value as opposed to demand for goods at a price, intelligent merchandising and courageous advertising will accomplish unbelievable things in licking distribution problems and in maintaining profits during depression years. That isn't just fancy theory, but a truth that has been thoroughly demonstrated this year by the Wheary Trunk Company of Racine, Wisconsin—a

*SALES MANAGEMENT acknowledges the cooperation, also, of Frank Miller, vice-president in charge of sales, and C. E. Walberg, in charge of Wheary advertising, for certain facts incorporated in this article.

Are there dozens of undiscovered opportunities for improving your product? Study what this manufacturer did with luggage—then go back and look more critically at the items in your own line.

Based on an interview by
A. R. Hahn with

GEORGE H. WHEARY*

*President, Wheary Trunk
Company, Racine, Wisconsin*

concern which, since its inception in 1922, has grown in eight short years to a place where it stands among the leaders in its field.

Wheary manufactures a quality line of trunks and hand luggage, which sells at higher prices than the major portion of competitive lines. As this article is being written, sales for 1930 are 42 per cent ahead of sales for 1929. In a year when volume for the leather goods industry as a whole is approximately 50 per cent off—on a line of products that must be classed as luxuries rather than necessities—this record is indeed unusual. And it probably stands unmatched in the entire industry.

How was it accomplished?

Perhaps the key to the whole sales plan is this remark of George Wheary, president of the company: "We gave luggage retailers *ideas* instead of *price tickets* as the basis of making luggage sales."

But before we go into these "ideas," let's go back, for a moment, to take a look at the problems this company has faced since it started in business in 1922.

At that time there hadn't been a handful of new ideas, either in the construction of luggage (especially hand luggage) or the merchandising of it, in years. During the period 1921 to 1928 the industry suffered severely from price-cutting. There was consequently a large amount of profitless selling, and, worse still, there seemed to be on the part of the major proportion of the industry a disinclination to advance with the times. To the major portion of the purchasing public a trunk was a covered box, and "any old bag" would do for a vacation trip, or a run to New York on business.

George Wheary had grown up in the trunk business and he believed that at least some of these conditions were surmountable. He saw that trunks were cumbersome to handle, were hard to open and close, were constructed in a way that made packing and unpacking difficult for the traveler.

and hotly bid for by other industries. Trunks, the indispensable adjunct to every trip of the classes, were being done without by the masses simply because the purchase price of a trunk useful to them only during the two weeks' vacation period had been re-interpreted in terms of other vacation necessities.

The problem formulated itself in Wheary's mind much along the following lines:

First: to make a trunk which would do away with the sales resistance of cumbersomeness and effort of operation.

Second: to provide trunks the usefulness of which extended throughout the fifty-two weeks of a year.

Third: to attain certain refinements of appearance, etc., which would lend style appeal to a line in which this appeal had been absent.

With these things in mind, a new and radically different line of wardrobe was designed and offered to the public. Perhaps the best example of the application of new lines of thought to the design and the manufacture of trunks is the Wheary "Wardrola." To compare this item with an old-fashioned box trunk is to gain an understanding of the lengths to which product improvement can go—and to gain a new appreciation of the opportunity for improvements that

must lie in many products in other fields, which, offhand, seem to offer little in the way of possibility for such improvement and such styling.

Among the improvements introduced in the Wardrola was a solid base, with a patented roller arrangement on the drawer section of the trunk through which the trunk *rolled open*. This eliminated the floor-scratching and muscle-wrenching which often attended the opening of the old-style wardrobe trunk. Instead of separate hinges down the back, Wardrola was made with a continuous hinge. The old "standard" hardware was discarded in favor of special hardware designed for maximum corner protection—and for better appearance. This vastly improved product was then taken to market and sold for its adaptability for *year-round use* as a convenient wardrobe space for the packing of garments and wearing accessories at all times.

A similar procedure was followed with modernized hand luggage. The bulk of the bags on the market were built down to a price rather than up to a standard of convenience and style. Many of them were just so much vacant space surrounded by leather or some other material. Perhaps the greatest drawback to all of them was the fact that garments packed in them

(Continued on page 510)

"Build Your Merchandise UP to a Standard—Not DOWN to a Price": George H. Wheary

The Story of the Way One Manufacturer Is Licking the Price-Cutting Problem

Sales of wardrobe trunks were being retarded because means and modes of travel were changing, and women's clothing was becoming much lighter in weight and shorter in length. Furthermore, sales of trunks were being made more to the class market than the mass market, since no longer could the fortnight vacationist be regarded as an ace trunk prospect. It was simply another case of competition between industries; for the masses vacation budgets were relatively small

Luggage and trunks were inconvenient. Mr. Wheary found forty ways to improve them. They were unattractive. Mr. Wheary styled them. Dealers weren't making any profit on the line. So Mr. Wheary showed them how to merchandise quality. Those are three of the reasons why Wheary sales volume for 1930 ran 42 per cent ahead of volume for 1929.

Advertising: Expense or Profit-Maker in Depression Years?

Fourteen Executives Answer

1930 interim earnings reports of companies whose securities are listed on the New York Stock Exchange or New York Curb Exchange contain a surprisingly large number of plus signs as compared with 1929. Executives of a number of these companies, and of a few whose earnings show only a slight decrease from last year, were asked for their opinion on the effect exerted by advertising on their favorable profits showings this year.

American Chicle Company

	1929	1930
Earnings per share,		
9 months to September 30.....	\$3.15	\$3.39

R. W. Hersey, advertising manager, says, "We have found that advertising campaigns on various brands in specific markets have resulted in increased sales in those markets during succeeding months. The time elapsing between the start of an advertising campaign and the first tangible evidence of returns varies a good deal but we have satisfied ourselves by tests over periods of six months, a year or longer, that advertising does increase the demand for our product.

"This company follows a general policy of gradually accumulating merchandising reserve funds during good times which can be devoted to added pressure when business is harder to get. By the end of 1929 this reserve had been built up to a fairly sizeable sum. As 1930 progressed this reserve was drawn on for extra promotional pressure to supplement the regular scheduled advertising which was carried out throughout the year.

"Our funds expended in consumer advertising during 1930 were 8 per cent greater than those expended during 1929. The outline of our plans for 1931 shows a slight increase in consumer advertising funds over 1930."

Bourjois, Inc.

	1929	1930
Earnings per share,		
6 months to June 30	\$3.31	\$2.24

B. M. Douglas, Jr., advertising manager, says, "We feel that our advertising has been to a considerable extent responsible for the favorable sales that we have had this year,

and favorable sales in our case have meant favorable net profits.

"Our appropriation for 1930 was considerably larger than for 1929. We feel that the poorest way of saving money is to cut down advertising, and the fact that we think so is shown by our increased advertising appropriation for this year."

Bush Terminal Buildings Company

	1929	1930
Earnings per share,		
6 months to June 30.....	\$1.82	\$2.06

S. C. Blackiston, vice-president, says, "I cannot point to direct results from our advertising campaign, but I am convinced, on the other hand, that it has been effective and furthermore, that additional business has been secured for our company through advertising.

"Since we departed from the policy of carrying our copy on two-thirds of a page and have adopted the full page idea, and in addition have entirely changed the character of such copy, new business for our company has materially increased.

"It is quite easy to put two and two together and come to the conclusion that your publication has been a contributing factor in our increased business."

First National Stores, Inc.

	1929	1930
Earnings per share,		
6 months to September 27.....	\$2.94	\$2.53

C. H. Farnsworth, president, says, "Advertising with us, we believe, is not as large a factor in producing sales volume as it is with most companies. We adhere strictly to a budgetary allowance based on sales and in 1930 we are spending about 5 per cent more than in 1929.

"We have no means of measuring exactly what benefits we derive from our advertising but we believe that it is a very necessary part of our merchandising today. And we further believe that our advertising today brings more value to us than a year ago for the simple reason that the economies the consumer is afforded in trading with us are more noticeable and acceptable in times of depression than in good times.

"Therefore, just what part advertising plays in our present position, of approximately maintaining sales and earnings, is difficult to determine but it is reasonable to state that we think its benefits to us in 1930 are greater than in 1929."

General Foods Corporation

	1929	1930
Earnings per share,		
9 months to September 30.....	\$2.83	\$2.93

Ralph Starr Butler, vice-president, says, "There is no

way in which we can tell accurately the relative effectiveness of our advertising in 1930 as compared with its effectiveness in other years. We only know that in this business our sales depend very largely on our advertising, and we can safely assume that it was beneficial in producing a satisfactory profit showing in 1930 as it has in the past."

W. T. Grant Company

	1929	1930
Earnings per share,		
6 months to June 30.....	\$0.77	\$0.79

B. A. Rowe, president, says, "There seems to be but little question that properly placed, well designed advertising, with a real message, and based on facts, helps our business."

"Last year we spent about \$460,000 for advertising and our estimated expenses this year are \$530,000. This increase is approximately the same as our increase in sales from new stores."

"We believe that our advertising has enabled us to pass on to our customers quickly the past year's vital news, as news, concerning price reductions. It enabled us to gain a few days' or weeks' advantage over our non-advertising competitors who promptly took their markdowns due to dropping commodity prices and it gave us a considerable advantage over those competitors who did not take markdowns promptly. We told our customers quickly through the newspapers. They told theirs more slowly through their windows and counter displays."

Holland Furnace Company

	1929	1930
Earnings per share,		
6 months to June 30.....	\$1.16	\$1.13

A. W. Wrieden, advertising manager, says, "Our advertising appropriation for next year will not be set until about February, but I can state at this time that it will most likely be about the same as 1930."

"Compared with 1929, our 1930 appropriation was about 15 per cent more than the previous year, and it is our belief that the continued use of advertising space during this depression year was one of the contributing factors to our success this year."

Industrial Rayon Corporation

	1929	1930
Earnings per share,		
9 months to September 30.....	\$5.32	\$6.31

Louis A. Wolin, assistant to the president, says, "Industrial Rayon Corporation materially increased its expenditure for advertising for 1930. The amount of such increase represented about 60 per cent. During the current year we organized our advertising department, increased the list of trade papers and began the issuance of our trade publication, *Premier Rayon Review* which now has a circulation of 21,000."

"It is our very firm opinion that there ought to be no retrenchment in advertising at this time but rather the exercise of the uttermost care and ingenuity to see that the advertising used is effective and productive of the greatest results."

"We will continue to follow the advertising policy in 1931 that we have adhered to during the present year."

International Salt Company

	1929	1930
Earnings per share,		
6 months to June 30.....	\$1.27	\$1.79

A. A. Walter says, "It is very hard to tell the effect of

our advertising as yet, as we have only advertised our high grade International five-cent package. We are very glad to report, however, a considerable increase in the sale of this package over last year, and undoubtedly some of this increase is due to advertising."

"It has not been decided whether or not we will increase our advertising appropriation for next year, but it is altogether likely it will not be decreased."

Jewel Tea Company

	1929	1930
Earnings per share,		
28 weeks to June 30.....	\$2.86	\$3.17

William D. Smith, secretary, says, "We are not national advertisers. All the advertising we do is of the direct to the consumer class—regular periodicals passed on personally to our customers by our salesmen."

"Our appropriation for this purpose wasn't reduced in 1930. In fact, no changes were made in the policies of the preceding years, except possibly more attention was given to insuring full and effective use of the material by the salesmen on our routes."

The Lambert Company

	1929	1930
Earnings per share,		
9 months to September.....	\$7.70	\$7.57

J. L. Johnston, president, says, "We think that our advertising this year has had a favorable influence on our profit showing. . . . Our advertising expenditure in 1930 is larger than in 1929. . . . It also might interest you to know that we plan a further increase in 1931."

Lehn & Fink Products Company

	1929	1930
Earnings per share,		
6 months to June 30.....	\$2.20	\$2.19

Edward Plaut, president, says, "With the exception of the fact that we discontinued radio advertising in February of 1930, our 1930 advertising appropriation was practically the same as 1929. We spent most of the money saved by not having the radio advertising in other ways, so that our entire appropriation was within 5 per cent of our 1929 advertising appropriation. If we were to include in these figures new articles, which we did not handle during 1929, we would say that our appropriation was at least 5 per cent greater."

A Leading Maker of Soft Drinks

	1929	1930
Earnings per share,		
9 months to September 30.....	\$3.16	\$3.54

"Advertising has influenced our favorable 1930 profits showing to a very considerable extent. Our 1930 advertising appropriation was larger than in 1929, based upon increased sales."

Paramount Publix Corporation

	1929	1930
Earnings per share,		
9 months to September 30.....	\$4.11	\$4.59

Russell Holman, advertising manager, says, "Paramount Publix Corporation believes that our advertising had a great deal to do with our favorable earnings during the past year. Our 1930 advertising appropriation was practically the same as our appropriation of 1929."

What Those Whimsical Roadside Signs Have Done for Burma-Shave

Nobody knows how many barrels of good coin have been lost in "freak" advertising schemes. Here, however, is one freak campaign that has succeeded in making a little business grow. Could "legitimate" advertising have done a better job? The editors will welcome letters from readers answering this query.

BY D. H. SEYMOUR

IN 1926 Clinton M. Odell of the Burma-Vita Company was confronted with the problem of advertising a product he knew had a marketable value—Burma-Shave, a brushless, latherless shaving cream. He had already spent a considerable sum in campaigns of one kind or another in a short time and had reached only a few of his prospects. Extensive sampling had barely scratched the surface.

Then came the idea of a series of road signs, placed at short intervals, each carrying a few words of a sequence. Allan Odell, sales manager of the company, planned to place these in a series of six, spaced so that the eye moved from the first to the last easily and naturally.

The unanimous verdict of experts was that the signs would be a waste of money. Advertising, they said, must prove the superiority of a shaving cream with statistics, testimonials or the old "smiling face" at the top of the column.

But Mr. Odell was not convinced, and asked for \$200 to prove his point. Buying up old lumber, he cut it to a size ten inches by three feet, painting on the boards only a few words to attract attention to Burma-Vita.

Here is an example, each line representing a sign:

"Does your husband
Misbehave
Grunt and grumble
Rant and rave
Shoot the brute some
Burma-Shave."

Albert Lea, Minnesota, a city of about 14,000 population, was chosen

for the test. A few of the series were placed on leased sites on the main highways leading into the city.

Their success was instantaneous, proving that the idea was sound. Curiosity had been aroused. Motorists suddenly confronted with the words "Are your whiskers" and a few yards farther, "When you wake," naturally wanted to read the other signs which ran:

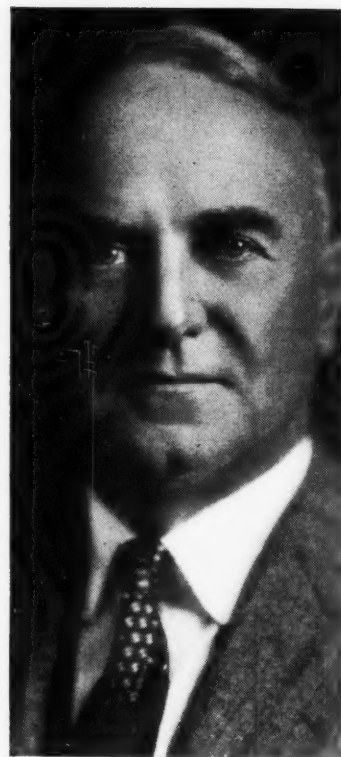
"Tougher than
A two-bit steak!
Use
Burma-Shave."

Within a few weeks druggists in that vicinity were calling for Burma-Shave for their customers, and other retail stores were reporting a growing demand. Extensive sampling now met with immediate success.

No further experimentation was necessary. The company immediately appropriated \$25,000 for the signs, and Allan Odell began dotting highways throughout Minnesota, Wisconsin and Iowa. At the end of the year sales had jumped from almost nothing to \$68,000.

The company, the next year, spread its facetious little signs through Indiana, Ohio, Illinois, Michigan and other central states. Sales increased proportionately. With advertising appropriations of \$45,000, sales reached \$135,000. In 1929 the eastern and Pacific Coast states were covered, extending the signs from coast to coast. An increase of \$20,000 had been made in the advertising budget and again sales were doubled, although the company still had no other advertising medium.

During the past year southern



Clinton M. Odell

states and part of New England were added, until at present 36,000 signs are located in thirty-three states.

The success of the signs was based primarily on their novelty, but their effect is not of the type to wear off, Mr. Odell believes. A staff of "jingle artists" write new lines and catch phrases, which give the signs a constant appeal. Further interest is aroused by a public contest each year for new rhymes.

"Perhaps the most remarkable aspect of the whole program is that the advertising does not ask the consumer to buy Burma-Shave, but creates a friendly feeling toward it by the whimsical humor of the treatment," Mr. Allan Odell said. "The public doesn't like to be 'high-pressured.' I believe it likes the humorous and in-offensive manner in which we present Burma-Shave."

The force of this good will is evident in the failure of others copying the small signs. A rival firm, although making fully as great a splash as the Burma-Vita Company, had absolutely no results when it tried a similar campaign. People seem to resent the attempt of other companies to cash in on imitations.

The quality of the product is one factor which the Burma-Vita Company emphasizes as vital to the success of the advertising. "Quantity of advertising can never take the place of quality of the product," they say.

(Continued on page 513)



Indianapolis Offers Attractive Advertising Opportunities for 1931

The Indianapolis Radius consists of the city of Indianapolis at its heart, and the territory surrounding it on all sides for a distance of approximately 70 miles. It numbers upward of 2,000,000 alert, advertising minded consumers. Purchasing power is evenly distributed. High standards of living are maintained. There are no extremes of poverty and illiteracy, no complexities of race and language to impair the effectiveness and increase the cost of sales and advertising programs. It is a compact market unified by unsurpassed transportation facilities . . . and the accepted influence of its favorite newspaper . . . The News. The Indianapolis Radius is a "must" market in any general sales and advertising campaign. Here, advertising costs are lower . . . profit margins higher . . . because

The News . . . ALONE . . . Does the Job!



The **INDIANAPOLIS NEWS**

sells **The Indianapolis Radius**

Member of the 100,000 group of American cities

New York: DAN A. CARROLL
110 East 42nd St.

DON BRIDGE
Advertising Director

Chicago: J. E. LUTZ
Lake Michigan Bldg.

California Bank Starts National Campaign to Promote State

Bank of America, San Francisco, has launched a national advertising campaign on behalf of the State of California.

"While the main purpose of the campaign is to make known to our friends in the eastern and middlewestern territory the facts of the consolidation of the Bank of Italy and Bank of America of California," explained A. J. Mount, president, "we feel that we can well afford to donate a portion of our advertising space to the state. "Our advertising is keyed to invite inquiries from industries and individuals intending to come to California. Through our contacts in 243 California cities, comprising the centers of industry and agriculture, we are equipped to supply such facts as business men and others would want to know before deciding upon a location in California.

"This program will supplement the work of Californians, Inc., and the All-Year Club of Southern California. In addition, it should prove helpful to the smaller communities which are unable to attempt extensive campaigns of national advertising, but which, nevertheless, have certain advantages to offer prospective residents of California."

The campaign will appear in a number of general and business magazines.

Phillips Petroleum Grows in Chicago

Acquisition of ninety-three additional filling stations in the Chicago area and the launching of an energetic sales campaign, with a high-grade line of motor fuels and oils, was announced last week by R. N. Mullin, Chicago manager of the Phillips Petroleum Company.

Headquarters of the Chicago division—covering chiefly the northern half of Illinois—will be at 310 South Michigan Avenue.

Defends Outdoor Media

Outdoor advertising directly employs 30,000 people in the United States, and markets a billion dollars' worth of goods a year, Leonard Dreyfuss, president of the United Advertising Corporation and vice-president of the Outdoor Advertising Association of America, told the Adcraft Club of Detroit, at a recent meeting. Mr. Dreyfuss emphasized the work which the association is doing to preserve roadside beauty. About 95 per cent of all organized outdoor advertising is now located in commercial districts, he said, and only 5 per cent in rural.



Claxton E. Allen

Westinghouse Promotes Claxton E. Allen

Claxton E. Allen, manager of the southwestern district of the Westinghouse Electric & Manufacturing Company, has been elected a commercial vice-president. Mr. Allen will report to W. S. Rugg, vice-president in charge of sales—his duties covering the domestic appliance division and other divisions serving a household market such as refrigeration and radio. He has been with the company since 1909.

A. Clarke Bedford Heads Colonial Beacon Oil

A. Clarke Bedford, for the last three years vice-president of the Standard Oil Company of Louisiana, subsidiary of the Standard Oil Company (New Jersey), has been elected president of the Colonial Beacon Oil Company, Inc., another subsidiary, with headquarters in Boston. Mr. Bedford is a son of the late A. C. Bedford, chairman of the board of the New Jersey company.

R. B. Kahle, former president of Beacon, has been elected vice-president and director of the Standard Shipping Company, marine subsidiary of Standard Oil (New Jersey).

Introduce Wine Vinegar

Neal's California Wine Vinegar, a pasteurized product, made of wine in two types, the white and the red, has been put on the market by the California Food Products Corporation, of Sebastopol, California.

National Brands Hold "Edge" on Private in A & P Sales

Emphasizing its role as "purchasing agent" for consumers in its various communities, the Great Atlantic & Pacific Tea Company, New York, largest American retailer, informed SALES MANAGEMENT this week that only 17 per cent of its sales volume, which this year will exceed \$1,100,000,000, is in its own brands. Twenty-five per cent is in "brands of other concerns," and 58 per cent is unbranded or in bulk.

The proportion of advertising space devoted to nationally advertised brands is even higher—accounting for 29½ per cent of the total. A & P's private brands—notably Bokar, Red Circle and Eight O'Clock coffee, Grandmother's bread, and Sunnysbrook butter and eggs—had only 14 per cent; locally advertised products, 5½ per cent; bulk and miscellaneous manufactured 26, and institutional space 28.

A & P's advertising program now costs nearly \$7,000,000 annually. Most of this expenditure is in 1,500 newspapers, and about \$1,000,000 will be devoted next year to radio. The amount of newspaper space used in the various localities in the A & P territory, which extends from Boston to Los Angeles, varies widely. The local supervisor has entire supervision over the amount of space to be taken. In New York insertions average one a week, whereas in Philadelphia they appear almost daily.

New Water System Firm to Acquire Permutit

General Water Treatment Corporation has been formed at New York by the exchange of more than 90 per cent of the outstanding capital stock of the Permutit Company and the acquisition of all capital stock of Ward-Love Pump Corporation.

Through subsidiaries the corporation will engage in manufacture and sale of water systems and equipment and minerals for the softening, purification or other treatment of water.

Francis N. Bard is chairman of the board; W. Spencer Robertson, president; Harry M. Durning, vice-president, and H. W. Pratt, secretary and treasurer.

New Aetna Headquarters

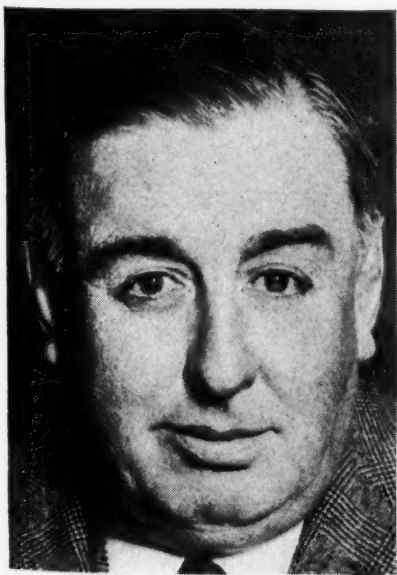
The Aetna Life Insurance Company and affiliated companies, Hartford, Connecticut, will open a new home office building at 151 Farmington Avenue, January 1.

How Chicago's Shoppers Will Get \$1,000,000; Big Bill Tells All

To "create the greatest team-work drive ever organized anywhere in the history of the world for a business boom," William Hale Thompson, mayor of Chicago, announced last week plans to give to active shoppers there \$1,000,000 in prizes. It is assumed that only American-born Chicagoans are eligible. Mayor Thompson has not stated whether the candidates should be Republican and Wet.

Sixteen thousand five hundred and three people who make purchases in Chicago during the "Mayor's booster boom," which runs until next July 4, will receive \$100,000, \$50,000 or \$25,000, the first, second and third award, or \$50, the amount of the other 16,500. The entire \$1,000,000 is being donated by the mayor personally.

Setting at rest the suspicions of the Post Office Department that the new plan would be a lottery, Mayor Thompson has announced that a coupon will be given with each twenty-five-cent purchase. The mayor is issuing government tickets which he sells 2,000 to a roll. Each coupon will count for fifty votes for those whose gross 1930 income was less than \$2,000; forty votes for those whose incomes were between \$2,000 and \$5,000; thirty votes between \$5,000 and \$10,000; twenty between \$10,000 and \$25,000; ten between \$25,000 and \$50,000; five between \$50,000 and \$100,000, and one for contestants whose income was more than \$100,000.



Chicago's booster boom mayor.

Account Changes

LUBRITE OIL REFINING CORPORATION, St. Louis, affiliated with Vacuum Oil Company, gasoline and oil, to Batten, Barton, Durstine & Osborn, Inc., New York.

O'CEDAR CORPORATION, Chicago, household mops, dusters, furniture polish, O'Cedar Auto Polish and O'Cedar Spray, an insecticide, to Dunham, Younggreen, Lesan Company, there. Magazines, newspapers, radio and trade papers.

RIT PRODUCTS CORPORATION, Chicago, Instant Rit and White Rit, and the KOLAX DIVISION, Kolax Shaving Cream, to Aubrey & Moore, Inc., there. Newspapers and magazines.

HANSEN STORAGE COMPANY, Milwaukee, to Freeze-Vogel-Crawford, Inc., there. Trade papers and direct mail.

MUNISING PAPER COMPANY, Munising, Michigan, Caslon Bond, to Charles Austin Bates, Inc. Effective January 1. National magazines, trade papers and direct mail.

HENRY BROWN & SONS COMPANY, Philadelphia, women's full-fashioned hosiery, to Martin-Pilling-Shaw, Inc., there.

J. R. WOOD & SONS, INC., Brooklyn, New York—J. R. Wood & Sons, rings; Udall & Ballou, New York, jewelers; and Omega watches—to the Paul Cornell Company, Inc., New York City.

KESTER SOLDER COMPANY, Chicago, Kester self-fluxing solder—acid core, rosin core, paste core and body solder—to Aubrey & Moore, Inc., there. General magazines, farm publications and business papers, and direct selling helps for jobbers and dealers.

TOMPKINS-KIEL MARBLE COMPANY, New York, to the Blaker Advertising Agency, Inc., there.

RUSSELL, BURDSALL & WARD BOLT & NUT COMPANY, Port Chester, New York to Ferry-Hanly Advertising Company, New York City.

HUBBEL PRODUCTS CORPORATION, Boston, Dr. Hubbel's Formula for pyorrhea and trench mouth, to the Boston office of the Porter Corporation; BLUE RIBBON CLAM JUICE COMPANY, New York City, and EASTERN AIR TRANSPORT, INC., Brooklyn, new passenger service between New York and Atlanta, New York office. New England and New York State newspapers and direct mail for Hubbel Products; newspapers in cities where stops are scheduled—including Philadelphia, Baltimore and Washington—for Eastern Transport.

COLBORNE MANUFACTURING COMPANY, Chicago, pie bakers' machinery, to Simmonds & Simmonds, Inc., there. Trade papers and direct mail.

FEDERAL TERRA COTTA CORPORATION, New York City, to the Blaker Advertising Agency, Inc., there. Effective January 1.

The OMAHA Territory Is GOOD!

The Omaha territory is a bright spot on the nation's business map.

While other states show crop losses as high as 66 per cent, Nebraska's \$301,330,-520 crop values of 1930 practically equal last year's figures.

Eleven months of 1930 compared with the same period in 1929 show these increases: Grain receipts, 7.9 per cent; grain shipments, 16.8 per cent; live stock receipts, 8.2 per cent.

Omaha in November oversubscribed its 1931 Community Chest quota of \$460,685 by some \$16,000. The 1930 quota of lesser amount was undersubscribed.

The home-delivered circulation of The World-Herald reached the highest point in its history in November. The previous high was in October.

The World-Herald

The HOME Newspaper

November Paid Circulation

Daily . . . 126,458

Sunday . . 121,763

O'MARA & ORMSBEE

National Representatives

NEW YORK CHICAGO SAN FRANCISCO
LOS ANGELES DETROIT

It's time to bring up



b the Elephants

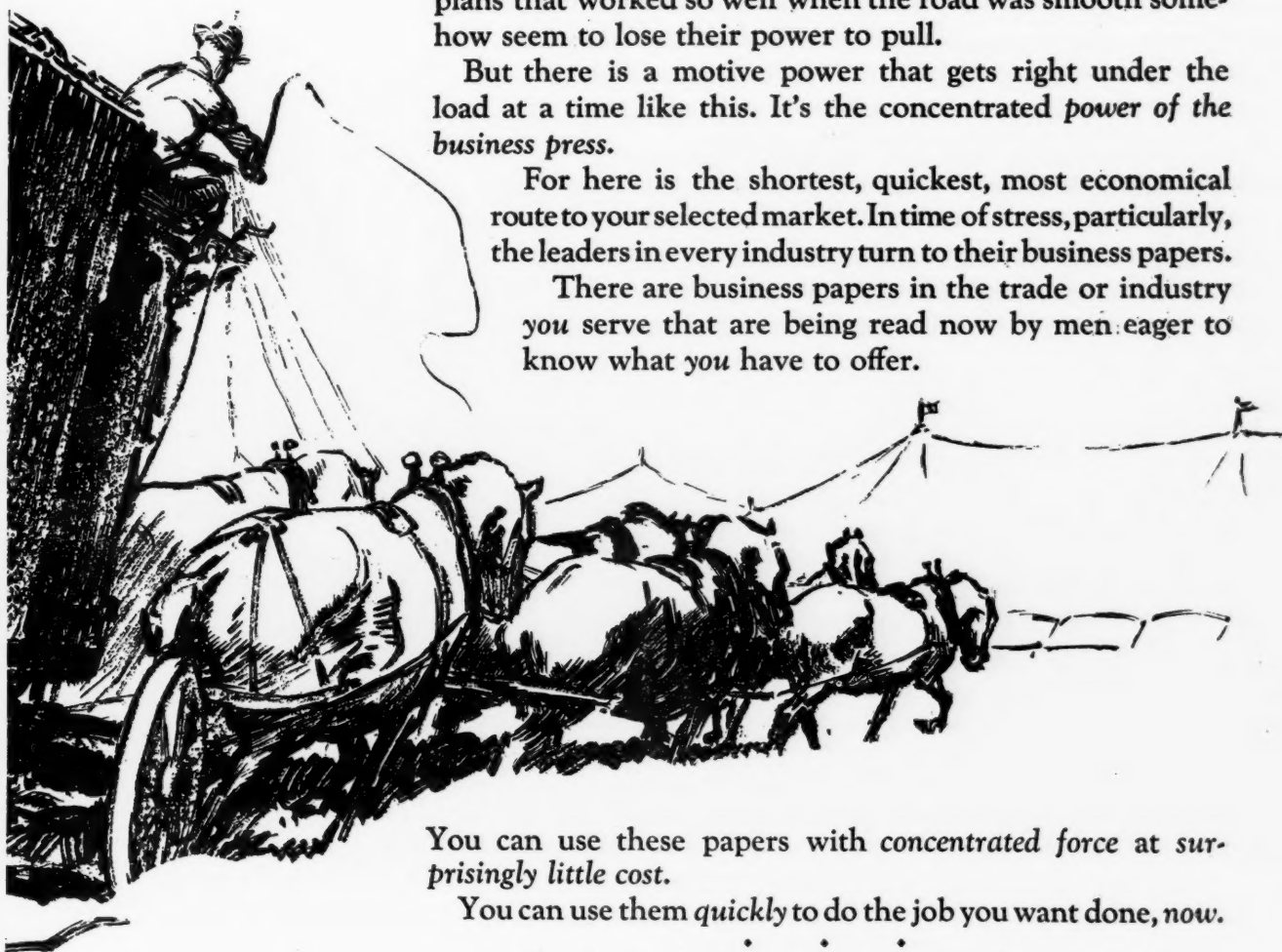
HORSES can pull a circus wagon along a dirt road—they can buckle down and haul it through a little sand or mud. But when it bogs in the mire—when everyday horse power fails—it's time to bring up the elephants!

There comes a time in business when sales slow up—when buyers hesitate—when merchandise won't move. All the plans that worked so well when the road was smooth somehow seem to lose their power to pull.

But there is a motive power that gets right under the load at a time like this. It's the concentrated power of the business press.

For here is the shortest, quickest, most economical route to your selected market. In time of stress, particularly, the leaders in every industry turn to their business papers.

There are business papers in the trade or industry you serve that are being read now by men eager to know what you have to offer.



You can use these papers with concentrated force at surprisingly little cost.

You can use them quickly to do the job you want done, now.

Advertisers who know their elephants have already brought them up for 1931.

THE ASSOCIATED  BUSINESS PAPERS
INCORPORATED

TWO-NINETY-FIVE MADISON AVENUE • NEW YORK



Members of the ASSOCIATED BUSINESS PAPERS, INC.

Every good business paper exerts a powerful influence in the industry, trade or profession it serves. The following papers are members of the A. B. P., an organization of leading publications pledged to maintain honest, known, paid circulation, straightforward business methods and editorial standards that insure reader interest.

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|---|--|--|---|
| Advertising and Selling . . | and Operation and Maintenance . . Concrete . . Confectioners' Journal . . Construction Methods . . Cotton . . | Hospital Management . . Hotel Management . . The Hotel Monthly . . Hotel World . . | dustry . . Pencil Points . . |
| Airway Age . . American Builder and Building Age . . | Daily Metal Trade . . Dry Goods Economist . . Dry Goods Review (of Canada) . . | House Furnishing Review . . | Power . . Power Boating . . |
| American Gas Journal . . | Editor and Publisher and The Fourth Estate . . Electric Railway Journal . . Electrical Installation Record . . | The Ice Cream Review . . The Ice Cream Trade Journal . . | Power House (of Canada) . . |
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| American Painter and Decorator . . | The Embalmers' Monthly . . | Industrial Engineering . . The Inland Printer . . The Insurance Salesman . . | Printed Salesmanship . . Printers' Ink . . |
| The American Printer . . American School Board Journal . . | Engineering and Contracting . . Engineering and Mining Journal . . Engineering News-Record . . | The Iron Age . . The Jewelers' Circular . . The Jobber's Salesman . . | The Purchasing Agent . . Radio Retailing . . |
| The Architectural Forum . . | Factory and Industrial Management . . Fire Engineering . . Fire Protection . . | Laundry Age . . Marine Engineering and Shipping Age . . Marine Review . . | Railway Age . . Railway Electrical Engineer . . Railway Engineering and Maintenance . . |
| The Architectural Record . . | The Foundry . . The Furniture Journal . . Furniture Manufacturer . . | Men's Wear . . The Metal Industry . . The Milk Dealer . . | Railway Mechanical Engineer . . |
| Architecture . . Automobile Trade Journal and Motor Age . . | Gas Age-Record . . General Building Contractor . . | Motor Trade (of Canada) . . Motor World Wholesale . . | Railway Signaling . . Restaurant Management . . |
| Automotive Industries . . | The Gift and Art Shop . . Good Furniture and Decoration . . | National Butter Journal . . National Cleaner and Dyer . . | Retailing . . Rock Products . . Sales Management . . |
| Bakers' Helper . . Bakers Review . . Bakers Weekly . . | Hardware Age . . Hardware and Metal (of Canada) . . Heat Treating and Forging . . | National Hotel Review . . National Laundry Journal . . | Shoel Box, Carton and Container Industry) . . Shoe and Leather Reporter . . |
| Blast Furnace and Steel Plant . . | Hide and Leather . . | National Miller and American Miller . . National Petroleum News . . | Signs of The Times . . Southern Power Journal . . Southern Textile Bulletin . . |
| The Boiler Maker . . Boot and Shoe Recorder . . | | The National Provisioner . . National Real Estate Journal . . | The Starchroom Laundry Journal . . Steel . . |
| Brick and Clay Record . . Building Supply News . . Buildings and Building Management . . | | The National Underwriter . . The Paper In- | Style Sources . . The Tea and Coffee Trade Journal . . Textile World . . |
| Bus Transportation . . Canadian Automotive Trade . . Canadian Grocer . . | | | The United States Daily . . Water Works and Sewerage . . Water Works Engineering . . |
| Canadian Railway and Marine World . . Ceramic Industry . . Chemical and Metallurgical Engineering . . | | | The Welding Engineer . . Women's Wear (of Canada) . . The Wood-Worker. |
| Class and Industrial Marketing . . Coal Age . . Coal Mining . . | | | |
| Commercial Car Journal . . | | | |



THE ASSOCIATED BUSINESS PAPERS, INC.

TWO-NINETY-FIVE MADISON AVENUE • NEW YORK

Gossip

FRANK G. HUBBARD has resigned as vice-president of Batten, Barton, Durstine & Osborn, Inc., New York, to become vice-president of Fuller & Smith & Ross, Inc., there. STACY PAGE, a vice-president of Batten, Barton, Durstine & Osborn, has been elected to the board of directors, and GEORGE F. GOUGE, director, made a vice-president. . . . D. MINARD SHAW has resigned as president of Martin-Pilling-Shaw, Inc., Philadelphia agency. He is succeeded by A. L. MARTIN. B. FRANKLIN THEOBALD is vice-president, and J. ROSS PILLING, treasurer. . . . PETER VAN DALEN, for the last eight years with the John F. Held Advertising Agency, Seattle, has been elected president, succeeding the late JOHN F. HELD. . . . OSCAR JAMES VOGL, until recently general sales manager and merchandising counselor of the Joseph & Feiss Company, Cleveland, has joined the Roger Williams Company, direct advertising specialists there, as vice-president in charge of merchandising and sales promotion. . . . C. O. RAWALT, formerly with James Gray, Inc., and previously with the New York *Herald-Tribune*, is now with James F. Newcomb & Company, Inc., New York agency, in a sales and promotion capacity. . . . W. E. SAVAGE, connected for many years with C. E. Knoeppel & Company, Inc., industrial engineers, has been appointed midwestern representative of the Perry L. Smith Publishing Corporation, New York, publishers of *Trunks & Leather Goods*. . . . WALTER A. BIRMINGHAM, for more than twenty-five years press representative of the Chicago National Automobile Show, and until recently automobile editor of the Chicago *Evening Post*, has been appointed manager of the automobile department of the Chicago *Daily Illustrated Times*. . . . Following a recent meeting, I. JAFFE was elected president of S. S. Koppe & Company, Inc., international publishers' representatives, New York. For the last two years Mr. Jaffe has served as secretary and treasurer. . . . M. B. SHAEFER and E. J. HANCOCK have formed the Continental Advertising Company, at Los Angeles, with offices in the Wilshire Professional Building. . . . LIONEL BONIFACE has been elected to succeed the late ATLEE F. HUNT as head of the Atlee F. Hunt Advertising Agency, Oakland. . . . JAMES DE PAULI, at one time with Shingle, Brown & Company, San Francisco brokerage house, and later with Doremus & Company, advertising agency, has opened his own financial advertising agency, in the Chancery Building there. . . . H. CHARLES SIECK, Inc., Los Angeles, has become associated with the Louis H. Frohman Advertising Agency of New York. . . . JOHN H. MACCORISON, for the last two years on the advertising staff, and GENE VAN GUILDER, on the editorial staff since last June, have been appointed advertising manager and editor, respectively, of the *Institutional Jobber*; and R. W. DAVIS, formerly publication manager of that magazine, advertising manager of *Hotel World* and *Hotel Review*. HOWARD E. TAYLOR, a former secretary of the Society of Restaurateurs, has also joined the staff of the Ahrens Publishing Company.

51 Industries Aided by Philadelphia's Promotion Work

Largely as a result of the advertising program of the Philadelphia Business Progress Association, fifty-one industries decided this year to locate or expand in the Philadelphia area, Ernest T. Trigg, president of the association, announced recently in summarizing the first year's work of the organization.

The advertising campaign, which began in January, has been devoted primarily to specific appeals on distribution, labor, power, rail and water shipping, and to the services of the association as a business engineer. All the early advertisements appeared first in the *Saturday Evening Post* as double-page spreads in color, followed up by extensive newspaper advertising. In cooperation with the Tourist and Convention Bureau of the Philadelphia Chamber of Commerce, a series of tourist advertisements were published throughout the summer in eighty newspapers east of the Mississippi. Two booklets were also prepared and uniformed guides placed at seven of the entrances to the city.

Cord Group Will Launch Air Transport System

Century Air Lines, Inc., has just been formed by a group of executives headed by E. L. Cord, president of the Auburn Automobile Company, to operate a system of airways from Chicago to Toledo, Cleveland, Detroit, St. Louis and other points, with Mr. Cord president and L. B. Manning vice-president. An investment of between \$5,000,000 and \$6,000,000, chiefly in flying equipment, will be made, and the system will cover about twenty states, with daily schedules of more than 100,000 miles of flying. In addition to their extensive automotive interests (Auburn, Cord and Duesenberg) as well as Lycoming Motors and Spencer Heaters, the Cord group controls the Stinson Aircraft Company. One hundred Stinson ten-passenger tri-motored planes will be employed.

Directs Screen Meeting

De Loss W. Walker, until recently educational director of the National Chain Stores Association, has been appointed managing director of the conference of the Screen Advertisers' Association, to be held at the Hotel Roosevelt, New York, January 28-30. About 1,500 film producers, exhibitors, agencies, advertisers and others are expected to participate.



George F. Libbey

George Libbey Directs Master Lock Sales

George F. Libbey, for six years assistant sales manager for the Master Lock Company, Milwaukee, has been appointed director of sales.

In the former position Mr. Libbey has had supervision of the *Master Padlock*, a magazine sent by the company to 75,000 hardware dealers and jobbers throughout the country, and was also in charge of the "One-Day-Service" department on special orders.

Hadden Agency to Handle Dorland Accounts Here

Dorland Agency, Inc., has transferred its domestic business to a new company, known as Hadden & Company, Inc., which will also handle the business of Addison Vars, Inc.

Harry J. Winsten, vice-president of Addison Vars, and Samuel Castleman, until recently a director of the Dyer-Enzinger Company, have joined the company as vice-presidents.

Dorland International, Inc., will continue in the foreign field as a separate company.

The officers of Hadden & Company are Howard S. Hadden, president; Mr. Winsten, Mr. Castleman, Jay E. Wingate and Arch N. Birmingham, vice-presidents; W. A. Williams, treasurer, and H. Douglas Hadden, secretary and general manager.

Joins Globe Heater

Wilfred Kean, for the last two years central sales manager, and previously assistant sales manager, of the Estate Stove Company, Hamilton, Ohio, has joined the Globe American Corporation, Kokomo, Indiana, as manager of dealer sales.

"Build Your Merchandise Up to a Standard—Not Down to a Price"

(Continued from page 499)

became so hopelessly wrinkled, and shoes, gloves, socks and collars too often mixed with one another to the decided disadvantage of the more delicate items.

And so, forgetting again the customary demand for price merchandise, Mr. Wheary designed "Wardrolette," a Pullman-size suitcase. A compartment arrangement allowed for the separate packing of shoes, collars, etc. And a wedge-shaped garment tray went far toward creating a wrinkle-free pack for suits and dresses.

The latest version of lighter luggage as designed by Wheary are the "Aviator" case for men and the "Aviatrix" for women. The leading sales feature of the latter is the "no-wrinkle" dress holder; of the former, the "no-wrinkle" suit holder. The interior fittings of the cases are removable. A detail which shows the care devoted to the search for further chances of improvement is the style of hardware applied to the line. Where older style luggage was built with locks which turned *up*, Wheary designed a special lock which turns flat—which not only improved the appearance of the luggage, but eliminated the possibility of catching garments and hose on the opened locks.

Importance of Details

These details are being pointed out to emphasize the importance of attention to detail in product design (especially in goods designed for a class market) which has been a leading principle in the growth of the Wheary company, and which is, perhaps, the most important lesson which concerns in other fields can deduce from Wheary's experience. When Mr. Wheary started out to re-design a piece of luggage, he began with the assumption that none of the older methods and materials was good enough. He was in the business of creating a new standard of convenience and luxury in travel goods, because he felt that was the only way in which a line could eventually be lifted above the price-cutting free-for-all which was so severely handicapping the industry as a whole.

Having created his quality line, the next step was the building of a plan to merchandise it. The best dealers were approached with a different kind of a story from what they had been accustomed to hearing: here was a

manufacturer who was not only offering something new and different but who was talking about a plan for making profit out of luggage. Most of Wheary's features were patented and were, therefore, exclusive; the line was fresh, new and different. To the dealer Wheary pointed out that the line meant a stabilization of the retail luggage business, a means of bringing back into it the profit which it rightfully merited. And a means of bringing about in the public mind a finer conception of luggage.

The advertising policy was built to coordinate as closely as possible with the dealer merchandising plan and a definite effort was made to show dealers how to develop a new technique of their own in their retail advertising.

Have Always Advertised

The Wheary Trunk Company began advertising to the trade immediately after the company was organized. Advertising to the public started in 1923, with a schedule of national magazines, several of general appeal, several more of class circulation.

In discussing this phase of the company's activity, Mr. Wheary pointed out an interesting change of policy inaugurated this year, which is testing out most satisfactorily. "In 1930 we turned to newspaper advertising," he said. "We believe we were the first in the industry to do so. We have carried a campaign steadily this year in the *New York Times* and *Herald-Tribune*, the results of which we consider quite satisfactory. In Cleveland, where one of the leading stores of the country sells nothing but Wheary luggage, the dealer has had unusual success in advertising Wheary 'Modernized Luggage' in the *Cleveland Plain Dealer*. Our plans for 1931 incline us more and more toward newspaper advertising, although general magazine schedules will not be dropped.

"When we started to advertise there was not one single nationally known luggage name. True, there had been some wardrobe trunk advertising, and trunks were trade-marked, but hand luggage was still 'blind,' unidentified and unbranded. No one knew who made it—few, if any, really knew the quality or character of materials from which it was made.

"I would say that the ratio of people who are potential purchasers of a

piece of hand luggage compared to those who would purchase a wardrobe trunk is easily 100 to one, possibly more. You can readily appreciate, then, that we had a virgin field before us—practically no advertising competition from the standpoint of hand luggage insofar as the newspaper advertising field was concerned. Since our type of luggage finds its biggest sales in metropolitan centers, it was only sound and logical that we should choose newspapers.

"The effect of this policy on the retail trade was electrical. When we laid down a program of advertising in two of the leading New York newspapers, where the dealers in this territory invest most of their own advertising appropriations, we were favored with interest and cooperation the like of which we had never before experienced.

"In this same territory—New York—with the luggage industry 'off' approximately 50 per cent, we have not cut a price, sacrificed a piece of merchandise, nor reduced any dealer's margin of profit, while other lines have been sacrificed anywhere from 33 to 50 per cent. We have not had a single evidence of price-cutting in New York.

Dealers Tie-in with Ads

"As evidence of the manner in which retailers have cooperated with us, consider that one of the most exclusive luggage stores on Fifth Avenue advertised Wheary luggage by name three times in one week. Another large dealer has been carrying suburban car cards, probably 1,500, featuring Wheary luggage. Both the Saks and Altman stores have advertised Wheary; A. G. Spalding & Brothers have advertised in the *New Yorker*, in their booklets and other direct mail literature. We have received almost constant window display cooperation.

"Further in reference to retail cooperation: we are carrying advertising in the *Christian Science Monitor*, and the latest tabulation shows that thirty-three dealers are now using tie-up advertising of their own in this medium. We heard only a few days ago that the largest and oldest luggage store in Chicago will start doing so in 1931.

"Executives in other fields might be interested to know that we feel we have received more direct returns from our magazine and newspaper advertising this year than ever before. Furthermore, we have had more requests for mats of suggested dealer advertisements and mats for our illustrations than ever before.

"Our salesmen now work more thoroughly from the standpoint of dealer advertising and dealer merchandising. They now get right into the heart of things: the amount to be done by the dealer, the newspaper to be used, the character of the advertising, the coordinating work to be done in window display, interior display, direct mail, and, most important, the actual retail demonstrations of Wheary luggage. We also issue a dealer service publication which features our own advertising, our dealer helps, etc. These are mailed at fixed intervals during the year. This is the fastest-growing idea in our whole plan of service to the dealer."

The company's biggest problem, Mr. Wheary said, is the educational work that is necessary with dealers and their sales people. Since luggage has heretofore been sold mostly on a price basis, whatever advertising that was done by the dealer usually presented a price cut, such as "This \$55 wardrobe trunk now \$37.50," or "This genuine leather gladstone, formerly \$35, now \$17.85." The public had come to believe it should never pay the first price asked for luggage.

Wheary, in introducing his line, followed the plan of offering a suggested retail selling price, one that was fair to all concerned—to the company, to the dealer, to the public. Yet a few dealers resented this. Some still wanted to mark luggage "way up" so they could quote anywhere from "20 to 50 per cent off."

Standard Retail Price

"But by persistent work," Mr. Wheary declared, "and showing the dealer the soundness of our policy, we now have a wide acceptance of the suggested retail price the country over."

Another big problem was to get the retail dealer and his sales people to make the proper demonstration of a piece of Wheary luggage to the prospective purchaser. Here was modernized luggage that was different, luggage with unusual features. The rank and file of sales people were used to selling simply a "covered box"—at a price. The fact that there is a turnover of 33 per cent of sales people selling luggage, annually, further complicates the problem.

This particular difficulty is being tackled from several different angles. Groups of sales people are brought into the sales offices to see and hear demonstrations by the sales manager and his assistants. The salesmen devote a large proportion of their time to similar work. The company brings dealers and sales people into the factory display rooms whenever possible.

How a Texas Newspaper Uses Autopoints

Here is an actual experience that will be of interest to other publishers the country over

EAST, west, north and south, American business builds goodwill with Autopoint Pencils. Autopoint's plans for increasing sales have been tried with success by firms in many fields of industry.

Among the many newspapers who have found Autopoints valuable in aiding business are El Paso Herald and El Paso Times. These papers purchase Autopoints for distribution among advertisers. The purpose is simply to give those who patronize the papers a really serviceable article that will at the same time remind them of the publications.

To quote from a letter received from Chas. C. Gibson, business manager: "We turned these pencils over to our advertising salesmen to use as they saw fit. We selected Autopoint Pencils because we considered them the best pencils that could be purchased and the ones that most of our friends would like to receive."

"The large number of requests we have had for these pencils since the original stock was exhausted is ample proof that the gift of such a pencil is appreciated by the receiver."



Chas. C. Gibson,
Business Manager
El Paso Herald and
El Paso Times.

Let us tell you of other publishers who have used Autopoints in various ways. Whatever your line, we are sure there is one way in which Autopoints can be of value to you. We'll gladly help you find that special use.

A complimentary pencil

To show you just what an Autopoint pencil is and why users like it, we'll send you a complimentary pencil imprinted with your firm's name. There is no obligation whatsoever in this offer. But it is made because we hope to interest you in using this pencil as a sales aid.

Send us your name and address on the coupon below. Enclose letterhead or business card, please.

FREE
to Executives—an Autopoint Pencil imprinted with your firm name. See coupon.

Autopoint

The "Better Pencil" Made of Bakelite

3 Big Features

- 1 Cannot "jam"—protected by patent. But one simple moving part. Nothing to go wrong. No repairs.
- 2 Bakelite barrel, beautiful onyx-like, lightweight material.
- 3 Perfect balance—not "topheavy."

Autopoint Co., 1801 Foster Ave., Chicago

Attach business card or letterhead

For Executives Only

AUTOPOINT COMPANY

1801-31 Foster Ave., Chicago, Ill.

Without obligation, please send sample Autopoint, booklet, sales-building proposition, prices, etc.

Name _____

Firm _____ Title _____

Address _____

S.M.-12-27

WMAL

COVERAGE IN VIRGINIA AND MARYLAND

On The Air 16 Hours Daily

Located in the capital of the Nation, Station WMAL is the Washington station of the Columbia Broadcasting system. Equipped with Western Electric double turntables for spot broadcasting of transcription programs.

Frequency 630 Kilocycles

"Broadcasting the better things in and for Washington"

... here's a market that manufacturers of cigars, cigarettes and tobaccos can reach in no other way . . . and which no manufacturer can afford to overlook.

\$3,611,200.00

is spent
annually for

**CIGARS
CIGARETTES
TOBACCO**

by readers of

**The
Columbus Dispatch**

—Always First in Ohio

Net-Paid Circulation

127,135

1-3 of One Per Cent Makes 21 Per Cent!

One single concern—the Einson-Freeman Co., Inc.—out of the 309 lithographic establishments in the United States listed by the last census—

Or about 1/3 of one per cent—was responsible for 17 out of 83—

Or over TWENTY-ONE PER CENT of all the Window Displays that achieved a dominant rating in the tabulation of November Window Displays in Forty-four Cities, which appeared on page 478 of SALES MANAGEMENT for December 20th.

These 17 displays had dominance in 191 city-showings out of a grand total of 740.

There IS a reason.

An Einson-Freeman representative will be pleased to discuss it, and your window and store advertising problems, if you write, or call them at Starr & Borden Avenues, Long Island City.

Another phase of the Wheary plan emphasized by the head of the concern is the continuous interchange of ideas among dealers. "One dealer in Michigan sends in a good idea or method," he pointed out by way of example. "This we immediately transmit to all of our dealers. Contests are operated. We realize that our case really rests with the retail sales person. . . . I quote from a letter just received.

"The day before and the day after Thanksgiving were very good . . . we had a lot of comebacks from previous demonstrations. We sold about \$450 worth of Wheary luggage in the morning, including five Aviators. I sold three Aviators in fifteen minutes. I got the customers by your plan of constant demonstration. This stops the people. We get the Wheary story across. They come back. We will have a great holiday season."

"This happens to be an enthusiastic young salesman in one of our dealer's stores, where we suggested the method of demonstrating Wheary luggage much as Hoover sweepers are demonstrated and sold. We are multiplying this with all dealers."

In the approach this company is making to its sales problems, manufacturers in other fields will find both an incentive toward more effective creative thinking about their own products from the standpoint of possibilities for improvement, and encouragement toward adoption of a policy of vigorous merchandising of quality and value as a means for lifting a business above a cat and dog price-fighting and ineffectual profitless selling.

C. & N. W. Inaugurates New Container Plan

A container shipping service which divides a railroad car into six small "cars" of 10,000 pounds capacity each was inaugurated last week between Chicago and Milwaukee by the Chicago & Northwestern Railway.

The new service will provide less-than-carload shippers and receivers in these cities with their own individual containers in shipments, H. W. Beyers, vice-president in charge of traffic at the Northwestern, said, and will eliminate rehandling on these shipments at freight stations.

Product Finishing will be launched in February by Industrial Publications, Inc., Chicago. William F. Miskella is editor.

Air Transportation, "the weekly trade journal of commercial aviation," New York, has changed its name to *Aeronautical Industry*.

What Roadside Signs Have Done for Burma-Shave

(Continued from page 502)

Rental space for a series varies, but it averages about \$5 a year. The best of relations are maintained between the company and farmers on whose land the signs are by regular mailings of the company's house organ, "Burma-Shavings." Upkeep for the signs is a considerable item, since they are changed or renewed at least once a year.

The spectacular success of Burma-Vita Company's advertising is more fully realized when it is considered that during the time of the rise of its product the mortality rate of practically all new shaving creams was, according to reliable estimates, above 90 per cent. Especially is this true of the brushless creams. An example may be cited from the 1930 Consumers' Analysis of Greater Milwaukee, published by the Milwaukee Journal, showing that while other brushless shaving creams either stood still or declined hopelessly, sales of Burma-Shave rose from nothing in 1926 to 57.5 per cent of the sales of all brushless creams and distribution in Milwaukee drug stores in 1930 was 98 per cent.

The company employs no salesmen. With the exception of a few of the largest chains and department stores it sells through jobbers exclusively and now has practically complete national drug jobber distribution.

The Burma-Vita Company is by no means so shortsighted as to believe their sales cannot be increased by an extension of its advertising program into other channels. Plans for 1931 include a continuation of the roadside signs with complete change of copy throughout the thirty-three states in which the signs are located, a campaign in *Collier's*, *American*, *Judge* and *Life*, window displays and a small amount of drug trade paper copy.

Hercules Powder Forms Export Department

To coordinate sales work abroad, Hercules Powder Company, Wilmington, has established a foreign relations department, in charge of Peter W. Meyeringh, until recently manager of its European division at Rotterdam. Hercules products—notably cotton linters, nitrocellulose, turpentine, rosin and pine oil—are distributed throughout the world, the exports now amounting to more than 10 per cent of its total sales volume. A native of Holland, Mr. Meyeringh has represented the company's interests throughout Europe.

Published monthly, supplemented with bulletins, and covers daily newspapers, farm papers, general magazines, business papers, and Radio Broadcast Stations

When you are Selecting advertising mediums, you need

STANDARD RATE & DATA SERVICE

IT GIVES up-to-the-minute information on rates, discounts, color and cover charges, special positions, classified advertising and reading notices, closing dates, page and column sizes—and circulations on publications in the United States and Canada.

Complete information on Radio Broadcasting rates is also given.

Special 30-Day Approval Order

Standard Rate & Data Service,
536 Lake Shore Drive,
Chicago, Illinois

.....193..

You may send us—prepaid—the current number of Standard Rate & Data Service, including the Radio Station Section, with all bulletins since it was issued, which we are to have the privilege of using 30 days.

If we are not convinced of the value of this Service at the end of that time, we shall return the issue and our obligation is ended. Otherwise you may consider us subscribers and send a revised copy each month for one year. It is to be maintained by bulletins issued every other day, and we understand the cost is \$30.00 per year (Canada and Foreign \$35.00).

Firm NameStreet Address

CityState

Individual Signing OrderOfficial Position

RAYMOND BILL, *Editor*; HENRY J. WRIGHT, *Advisory Editor*; A. R. HAHN, *Managing Editor*; D. G. BAIRD, FRANKLIN JOHNSTON, HERBERT KERKOW, WALTER MANN, JOHN ALLEN MURPHY, RAY B. PRESCOTT, FRED SUHR, JAMES TRUE, *Associate Editors*; LAWRENCE M. HUGHES, *News Editor*; DOROTHY GUERNSEY, *Desk Editor*

Editorials

THE OLD SHAM AND THE NEW TRUTH: Business has better reason for merrymaking and exchange of good wishes in this holiday season than it had last year, though knowledge of the real situation was hidden then and may not be fully realized now. At the close of 1929 the past was rich in achievement, to many eyes the prospect was even fairer. We celebrated happy days that were gone and looked forward to still happier days to come. Of the evils that were even then approaching most of us recked not at all. Sufficient to the day was the good thereof. Of the tomorrow we thought only with the most joyful anticipation. . . . Yet at that time of elation the foundations of our prosperity were crumbling. The shadows of adversity were lengthening. If our eyes had been open to what was at hand, the pleasures of hope that quickened the pulses of many of us on the eve of the new year would have turned into gall and wormwood of foreboding. . . . Today, though still chastened in spirit by a long season of discontent, we should be feeling the springs of a new promise. Looking back, we see the receding forces of destruction which brought about the wreckage that still lies in our path. But we should view them now calmly, assured that their fury has been spent, that the havoc they have wrought, however hard to endure, is the heritage, not the forerunner of bitter experience. . . . As yet it must be confessed the structure of our happier expectation is not substantial. Most of our confidence rests on the knowledge that below the surface the underpinnings essential to solid growth are far stronger than they were. They are free at least from the sham of inflation. They are closer than they have been for many months to the rock bottom of hard fact. We know that, although much that has crumbled gave way because a mistaken sense of security led many of us to waste our substance in riotous expansion, the great body of American business stood firm and has survived the shock without vital impairment of its foundations. . . . To impatient souls this may afford but meager ground for encouragement. They would be better pleased with renewed activity regardless of basic conditions. Of such are the speculators who still look to the ticker tape for inspiration of fresh ventures. But the business men upon whom the country must depend for its commercial development are fortunately men of sober judgment and clear vision. To them superficial indices are of little moment. Far more important to their prognosis is the evidence, visible on every hand, that the country is now well prepared to resume the advance when

circumstances are once more propitious. . . . From observers of this type, more numerous than they have been for a long time, there come only messages of good cheer. Yet among them are few prophets. They are content to wait, convinced as they are that most grave causes of trouble have been removed and that the future, if still lacking concrete signs of better times, is free from the perils of rash enterprise. They look ahead with courage and hope in their hearts because their minds are stored with knowledge gained from experience. . . . To men of this sort the merrymaking of the Yuletide was no mockery. To them the approach of the new year is unclouded by the mists of uncertainty. They await its unfolding with good heart, believing that constructive energies are now at work which in due course will be manifest in their fruits. They are thankful that the harm done by malign influences of the past was no greater than it has proved to be. They will enter the new year with unshaken faith in the great destiny of their country.

STABILIZING FACTORS: Business leaders are showing a marked disposition to agree on two prerequisites to success in the forthcoming year. They are accepting new price levels as the foundation of plans for better merchandising, and they are recognizing the vital need of provision for stabilizing employment. . . . As long as declining prices were viewed as a phenomenon of depression they exerted a demoralizing influence. With a better understanding of the relation of gold to good times in times of peace, business is adjusting itself to conditions that were familiar to other generations. This involves more careful management as a matter of course, but its main concern is concentration on goods in public demand. High-priced periods are characterized by efforts to push doubtful lines carrying large margins of profit. When prices are low the problem is to sell at a satisfactory profit what the public most wants and is willing to pay for on a sound business footing, once it is assured that the movement of price recession is at an end. . . . Closely allied with this is the trend to year-round employment which is beneficial not only to labor but equally advantageous to producers. By removing disturbing uncertainties from the minds of the workers, it increases their efficiency and determines buying power, while by enabling employers to budget their costs closely it frees them from uncertainties which are a factor in many unsuccessful enterprises.

Will More Business Leaders Come Out of the Sales Department?

(Continued from page 497)

of the units in this great concern were initiated on a shoestring, and all of them were successful long before they were invited to join General Foods. The founders of these companies were good business men. I have told in detail what an accomplished executive Mr. Towle was. Most of the other founders in that group equaled Mr. Towle's ability and some of them exceeded it. Yet I doubt if there is one of them that could fill Colby Chester's shoes. Mr. Chester is president of General Foods.

Surrounded by Sales Executives

Mr. Chester is a lawyer. He was attorney for Mrs. Hutton, the former Miss Post. He played a big part in revamping the Postum organization and in launching the notable expansion program in which that enterprise has since been engaged. He is profoundly informed on corporation law and on corporation finance. He is an authority on subsidiary operation. With it all, he is one of the best all-around executives in the United States. While he has no sales training, he possesses a pronounced sales consciousness. He has surrounded himself with about the most brilliant galaxy of sales executives it is possible to assemble—Messrs. Taylor, Francis, Butler, etc. If we are to make our corporation presidents to order, we could do no better than to hold Mr. Chester up as the model after which to pattern. There are a surprising number of lawyers in presidential chairs. Most of them came in through the receivership door, or as the result of a merger, or some other sort of reorganization. Many of them have been outstandingly successful. All in all, lawyers make better presidents than do production executives or financial men. Where the main problem confronting a business is financial, the chief executive logically should be a financier—otherwise not.

It is frequently argued that since the purpose of a business is to make money, a gifted financial man should be best qualified to accomplish that objective. But it does not always work out that way. The trouble with the treasurer-type is that, too often, he tries to make money as a banker instead of as a manufacturer.

That is one of the many causes of the present depression. Manufacturing and distribution get into the hands

of bankers and financial promoters. They over-emphasized the financial structure of business and starved the selling end. One of them told me early in 1929 that he could make more profit by keeping his liquid capital in the call money market than he could make on his sales. He actually discharged most of his salesmen and accepted only such orders as came in unsolicited. He is now in sackcloth and ashes, doing penance for his folly.

So that the all-important marketing side of a business will receive its just deserts, is the reason for the clamor to put sales managers in the president's office. With a former sales manager at the Big Boss' desk, there is little danger that the advertising appropriation or the sales budget will be unjustly discriminated against. Many erstwhile sales managers have made good as presidents. R. R. Dupree is making an excellent chief executive for the Procter & Gamble Company. Saunders Norvell has greatly pepped up the Remington Arms Company. Of course Saunders is an old hand at being a chief executive. He has been a president or chairman or something like that for God-knows-how-long.

Others Who Have Made Good

Maurice Stanley has a good record as president of the Fafnir Bearing Company. Since the principal business of a typewriter manufacturer is to sell, Fowler Manning is well fitted to hold down the Big Sultan's desk for the L. C. Smith-Corona Typewriters Company. The prestige of Whitman's candies has mounted appreciably under the administration of President L. L. McIlhenney. E. G. Biechler's conduct of Frigidaire's affairs has left absolutely nothing to be sighed for. Chester Rahr, a sales manager of the old school, is giving the Flinkote Company a progressive president. Frank Hatch has not been lacking in any of the qualities of a capable executive in his handling of Shepard-Niles Electric Hoist Company. C. K. Woodbridge is intelligently working out the involvements of the American Machinery & Metals Company. W. F. Brannan is proving a competent successor to the brilliant late H. G. Thomson, of the Anchor Post Iron Works. Sam Vauclain made good as head of the Baldwin Locomotive Works. And James Farrell would not be counted a failure

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CLEVELAND NEW YORK
[Hotel Pennsylvania]

as president of United States Steel. That list of sales managers who have succeeded as presidents could be greatly extended. Enough names, however, have been cited to prove the point.

On the other hand, the sales manager does not always make a good president. The sales manager ought to have an exuberant, buoyant, go-ahead-damn-the-torpedoes temperament. The president should be more judicial, more cautious and more versatile in his mental habiliments. Every company needs both types of men. Not always can they be combined in the one executive.

Because of this, special executive positions are being created for the sales manager. One plan is to organize a sales subsidiary and to make the sales manager president of it. Of course that is not the sole reason for the sales company. Anyway, where it is advisable to create a sales subsidiary, it places the sales manager in supreme authority in his department and enables him to function without any of the handicaps that too frequently embarrass sales managers.

Heads New Sales Company

L. R. Hoff, long general sales manager and vice-president of the Johns-Manville Corporation, was made president of a newly created Johns-Manville Sales Corporation in 1930. He remains vice-president of the parent company and thus maintains a vital tie-up with executive headquarters. This is a type of set-up that is destined to become more plentiful in corporate organization.

Another plan that gives the sales manager necessary authority was worked out by Jenkins Brothers this year. James R. White, formerly sales promotion manager and secretary of the company, was made general sales manager, vice-president and a director of the company. That is almost the ideal arrangement. With the sales manager a vice-president and member of the board, there is no excuse for his not getting for the sales department all the cooperation it requires.

Throughout 1930 there was a reaction from the control of business by finance. The sales department started to come back into its own. Scores of men, in advertising and sales work, were shoved up higher into the inner councils of their companies. This is as it should be. I believe the tendency in this direction will be even more pronounced in 1931.

Amos Parrish & Company will hold a fashion merchandising clinic for store owners and executives in advance of the spring buying and selling season, at New York, January 12-15.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display
Cash Basis Only. Remittance Must Accompany Order

POSITION WANTED

CATALOG COMPILER AND SALESMAN, 15 years' experience with hardware, mill supply and automotive jobbers; 10 years with large printer; able to manage large catalog department. Address Box 1, SALES MANAGEMENT, 333 North Michigan Ave., Chicago, Ill.

SALESMAN—30, EXCEPTIONAL RECORD OF accomplishments in specialty field desires to change connection. Wide acquaintance among industrial and retail buyers in New York State. Mechanical line preferred. No salary desired. Now available. Address Box 270, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

EXPERIENCED SALES MANAGER IN FUR-niture and hardware field is available January 1. Has successfully directed a national sales force and personally knows the key men of jobbers, department stores, premium organizations, etc. Single, 45, and a real opportunity for the future with profit sharing arrangement, is more important than the initial salary. Address W. W. B. SALES MANAGEMENT, 333 North Michigan Avenue, Chicago, Ill.

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a

thoroughly organized service of recognized standing and reputation through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty-one years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FROM our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

DIRECT MAIL

A LIVE HOUSE ORGAN TELLING THE right merchandising story to your distributors is the cheapest form of advertising insurance. Our 100 correspondents are trained to get information your trade requires. Let house organ experts solve the problem. Complete details furnished on request. J. J. Berliner & Staff, 1123 Broadway, New York, N. Y.

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Reprints at Cost

We will reprint at cost plus ten per cent for postage and packing any article in this or other issues of **SALES MANAGEMENT**.

In every issue there are articles which profitably could be sent to business associates, customers, or friends of some of our readers. We shall be pleased to quote prices in any quantity desired.

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JAMES O'SHAUGHNESSY
BUSINESS MANAGER

Liberty
220 EAST 42ND STREET
TELEPHONE VANDERBILT 6900
NEW YORK, N. Y.

November 29, 1930

Mr. John Allen Murphy
c/o Sales Management
420 Lexington Avenue
New York City

Dear Murphy:

Your article in Sales Management, November 1st, did not get in my hands for reading time until last night. I have been out of the office so much.

Now after reading it, I want to tell you that I think it is the most useful article that I have seen on the business situation since the bad weather hit us.

You present definite, moving encouragement to renewed confidence in selling effort and that is what business needs. It does not mean anything of a helpful sort to tell people to be brave or wise, but it does mean a tremendous lot to assure business by reciting exemplary facts.

It is all very fine for you or me to know that this is a good time to advertise properly. But the men who control advertising appropriations have not given as much thought to the applied philosophy of advertising as those who are making a living out of advertising. We overlook all too easily the fact that the manufacturer operates with a buying complex. He needs help to assure him in his distributing activity and there is where the case method can be employed to good advantage.

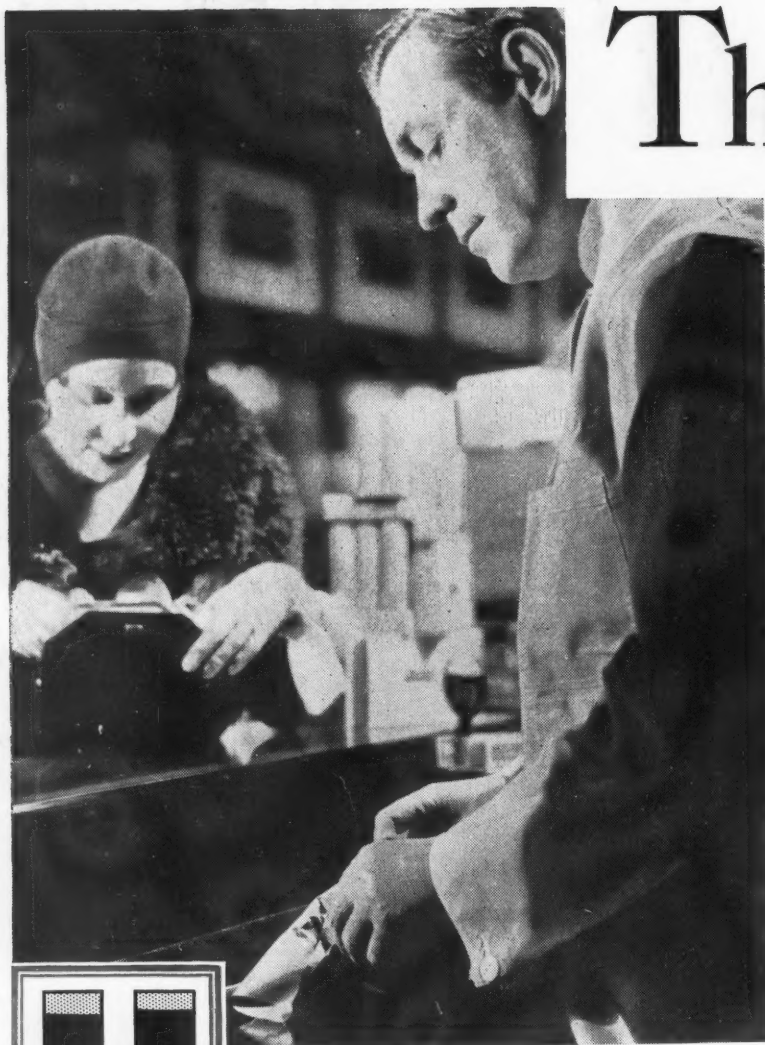
I send you my compliments.

Sincerely,

James O'Shaughnessy/mb



A NOTE TO PUBLISHERS: The SALES MANAGEMENT editorial pages give you a superb background for your promotion advertisements. "Definite, moving encouragement to renewed confidence in selling effort . . . is what business needs," as Mr. O'Shaughnessy so ably points out. Week in and week out SALES MANAGEMENT offers this through fact-stories gathered from the current business scene.



There is a reasonable price for dealer favor

DEALERS now give close scrutiny to the selling machinery behind a new product. If customer demand for the product is certain they readily take on the new line.

Retail outlets in Chicago are easily opened when sales effort is built around a Tribune advertising campaign. Dealer confidence in the Tribune's selling ability results from a brilliant parade of merchandising successes. They have seen the Tribune swiftly and surely create customer demand for all types of products.

Tribune advertising carries the selling message into two out of every three Chicago households daily. On Sunday the ratio runs up to three out of every four. This one medium puts the product before practically the whole advertising-minded Chicago audience. Customer trial is certain. Dealers are quick to stock the new product. They push its sale.

Dealer favor is tangible, valuable, usually indispensable. The right kind of sales effort by the manufacturer inspires co-operation and enthusiasm. Tribune advertising is a guarantee to dealers that the product will sell. The advertiser's investment in it is certain to return in increased sales. Let a Tribune man give you the details.



Chicago Tribune

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